COMMUNICATION SKILLS FOR MANAGERS

Ing. Omar Ameir, Ph.D.

CONTENT

CHARACTERISTICS OF THE SUBJECT

- Teacher: Ing. Omar Ameir, Ph.D.

- Contact: omar.ameir@mvso.cz

- Criteria for passing the subject:
  - attendance - at least 80 % (active participation in exercises);
  - the performance of ongoing tasks;
  - final presentation.

1. BASIC OF COMMUNICATION

- **Culture:**

  - The sum total of learned beliefs, values, and customs that serve to regulate the consumer behavior of members of a particular society.

- **Culture is:**

  - pervasive;

  - functional;

  - learned;

  - dynamic.

1. BASIC OF COMMUNICATION

- **Components of culture:**

  - **values;**

  - **language;**

  - **myths,**

  - **customs;**

  - **rituals;**

  - **laws;**

  - **materiál artifacts.**

1. BASIC OF COMMUNICATION

- **Culture:**

  - **a set of morals, priorities, approaches, habits, language, religion, law, education, art, knowledge ... everything that people do, what they think about it and what they say about it;**

  - **depend on the place and time;**

  - **culture has rating character– more culturally (who complies the above criteria) is better according to us;**

  - **human perception is mediated by culture (good or bad applies only in the context of our culture).**

1. BASIC OF COMMUNICATION

- **Communication:**

  - **The Exchange of messages between people for the purpose of achieving common meanings.**

- **Types of communication:**

  - **in their work, managers use two major types of communication: verbal and nonverbal;**

  - **each type plays an important part in the effective transmission of messages within organizations.**

1. BASIC OF COMMUNICATION

- **Types of communication:**

  - **verbal communication: The written or oral use of words to communicate;**

  - **non-verbal communication: Communication by means of elements and behaviors that are not coded into words.**

1. BASIC OF COMMUNICATION

- **Kinesic behavior:**

  - **body movements, such as gestures, facial expressions, eye movements, and posture.**

- **Proxemics:**

  - **the influence of proximity and space on communication.**

1. BASIC OF COMMUNICATION

- **Object language:**

    - **the communicative use of material things, including clothing, cosmetics, furniture, and architecture.**

- **Paralanguage:**

    - **vocal aspects of communication that relate to how something is said rather than to what is said.**

1. BASIC OF COMMUNICATION

- **Managerial communication preferences:**

    - **research on managerial job activities indicates that managers spend most of their time communicating (in one form or another);**

    - **most studies have focused on verbal rather than nonverbal communication.**

    - **such studies show that managers tend to prefer oral over written communication, largely because oral communication is usually more informal.**

1. BASIC OF COMMUNICATION

- **Basic components of the communication process:**

  - **sender: the initiator of the message;**

  - **receiver: the person with whom the message is exchanged;**

  - **message: the encoding-process outcome, which consists of verbal and nonverbal symbols that have been developer to convey meaning to the receiver;**
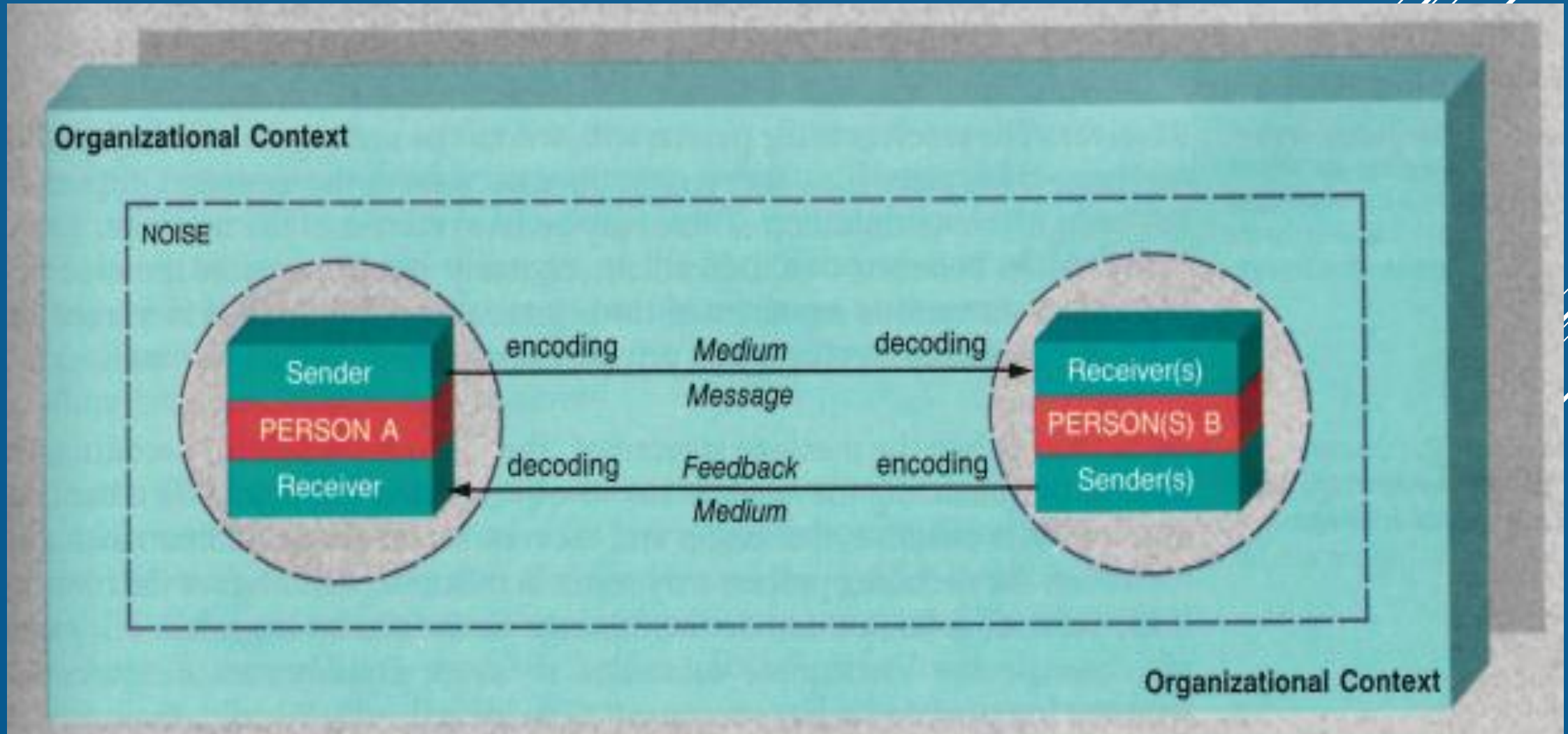
1. BASIC OF COMMUNICATION

- **Basic components of the communication process:**

  - **encoding: the process of translating the intended meaning into symbols;**

  - **decoding: the process of translating the symbols into the interpreted message;**

  - **medium: the method used to convey the message to the intended receiver.**

1. BASIC OF COMMUNICATION

- **Basic components of the communication process:**

    - **feedback: the basic response of the receiver to the interpreted message;**

    - **noise: any factor in the communication process that interferes with exchanging messages and achieving common meaning.**

1. BASIC OF COMMUNICATION

- **Basic components of the communication process:**

1. BASIC OF COMMUNICATION

- **Communication skills:**

    - **two communication skills of prime importance to managerial effectiveness are listening skills and feedback skills.**

    - **these two skills are particularly critical because such a large proportion of a manager´s time is spent in communicating orally.**

1. BASIC OF COMMUNICATION

- **Listening skills:**

  - **as the earlier discussion of the communication process suggests receivers need to expend considerable effort to be sure that they have decoded and interpreted the message that the sender intended;**

  - **since managers rely heavily on the information inputs that they receive from oral communication, their listening skills are particularly crucial;**

1. BASIC OF COMMUNICATION

- **Listening skills:**

    - **experts on listening often differentiate between eavesdropping that is relatively passive, in the sense of following the general gist of the words being spoken, and listening that is active;**

    - **active listening: the process in which a listener actively participates in attempting to grasp the facts and the feelings being expressed by the speaker.**

1.   BASIC OF COMMUNICATION

- **Feedback skills:**

    - **other interpersonal communication skills that are particularly important for managers center around the issue of feedback, both giving and receiving;**

    - **giving feedback is a continuous part of managing;**

    - **although managers may give feedback to a variety of individuals with whom they interact (such as individuals in other work units or suppliers), much of the feedback that managers give involves subordinates;**

1. BASIC OF COMMUNICATION

- **Feedback skills:**

  - managers need to let subordinates know when they are performing well in relation to unit goals and when they are performing poorly;

  - telling an individual subordinate that performance in some area is not up to required standards in sometimes difficult for managers;

  - effective feedback, in such circumstances, has several main characteristics;

  - for one thing, it focuses on the relavant behaviors or outcomes, rather than on the individual as a person;

1. BASIC OF COMMUNICATION

- **Feedback skills:**

  - for another, it deals with specific, observable behavior, rather than dwelling on generalities;

  - yet another characteristic of effective feedback is that perceptions, reactions, and opinions are labeled as such, rather than presented as facts;

  - finally, it spells out what individuals can do to improve themselves;

  - being skilled in giving feedback makes the task of handling subordinates with sustandard performance considerably easies and increases the prospects for success.

1. BASIC OF COMMUNICATION

- **Communication channels:**

  - **communication that involves a message Exchange between two or more levels of the organizational hierarchy;**

1. BASIC OF COMMUNICATION

- **Vertical communication:**

  - **various patterns of organizational communication flow that represent potential established conducts through which managers and other organization members can send and receive information.**

1. BASIC OF COMMUNICATION

- **Downward communication:**

  - **vertical communication that flows from a higher level to one or more lower levels in the organization.**

- **Upward communication:**

  - **the vertical flow of communication from a lower level to one or more higher levels in the organization.**

1. BASIC OF COMMUNICATION

- **Horizontal communication:**

  - **lateral or diagonal message Exchange either within work-unit boundaries, involving peers who report to the same supervisor, or across work-unit boundaries, involving individuals who report to different supervisors.**

1. BASIC OF COMMUNICATION

Horizontal Communication

Vertical Communication (downward)

Vertical Communication (upward)
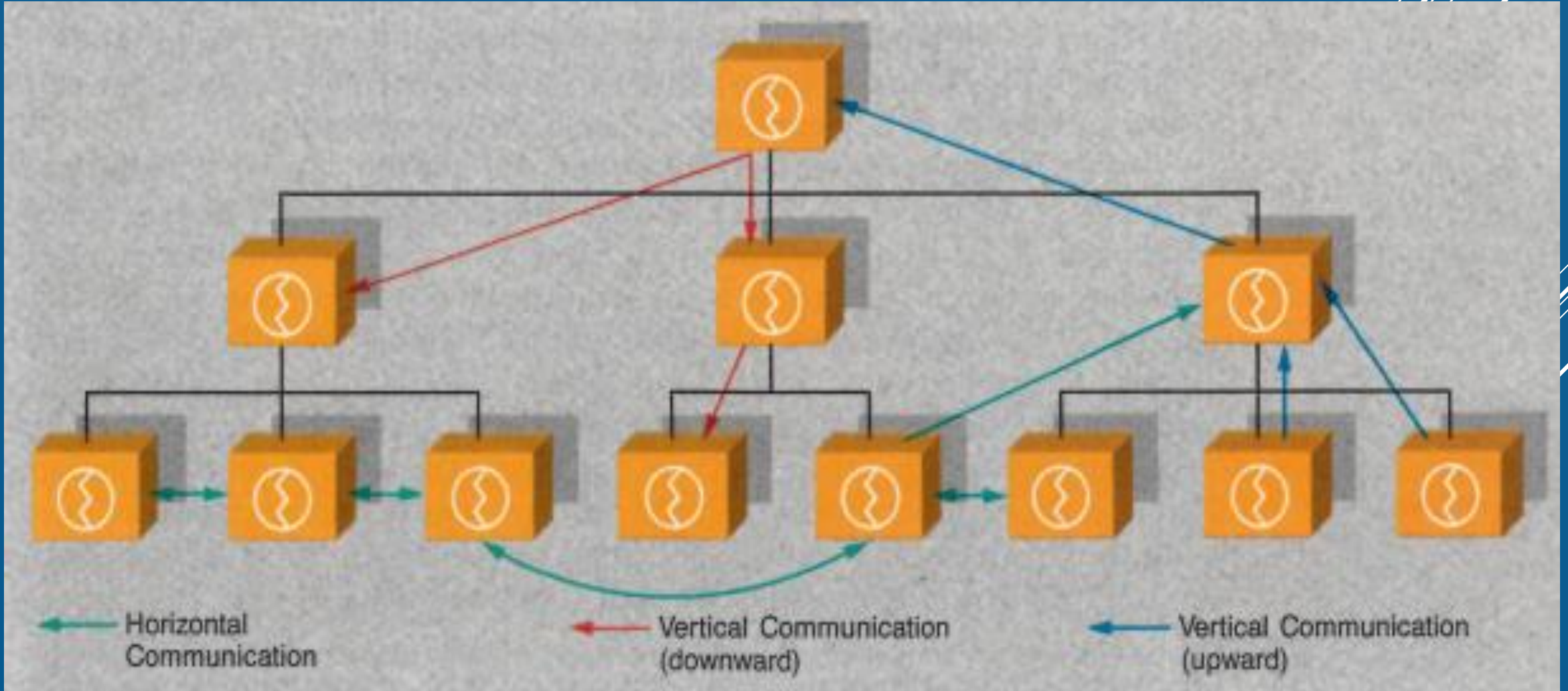
2. INTERCULTURAL COMMUNICATION

- **Intercultural communication:**

  - **is a set of interactions between people from different cultural backgrounds.**

- **IC consists on a process of:**

  - **exchanging;**

  - **negotiating;**

  - **mediating cultural differences.**

2. INTERCULTURAL COMMUNICATION

- **The process of exchanging, negotiating and madiating is realized by:**

    - **through language;**

    - **non-verbal gestures;**

    - **space relationships.**

- **Essential ability of the intercultural communication:**

    - **the ability to be aware of how cultural differences influence communication process and its outcomes (Through this competence we realize the distinctions between people coming from different cultures).**

2. INTERCULTURAL COMMUNICATION

- **Knowledge of IC allows us to:**

  1. **Understand how people from different cultural backgrounds:**

     a) **behave;**

     b) **communicate;**

     c) **express feelings;**

     d) **perceive the world.**

2. INTERCULTURAL COMMUNICATION

- **Knowledge of IC allows us to:**

    2. **Understand the basic cultural differences affecting intercultural communication, such as:**

        a) **language (misunderstanding);**

        b) **religion (other priorities and values);**

        c) **historical development of cultures (war conflicts, political development, economic development);**

        d) **technological development of cultures;;**

        e) **daily routine (work activity at different times);**

        f) **feeding (different length of feeing, different form of feeding).**

2. INTERCULTURAL COMMUNICATION

- **Knowledge of IC allows us to:**

    3. **Identify different forms and means of intercultural communication and how to manage them.**

    4. **Understand the principles and conditions of effective intercultural communication.**

    5. **Avoid cultural conflicts related with communication caused mainly by:**

        a) **language misunderstanding;**

        b) **misunderstanding the context of communication;**

        c) **using different accompanying signs of communication (gesticulation, facial expressions, etc.).**

2. INTERCULTURAL COMMUNICATION

- **The main benefits of managing IC:**

    1. **personal growth through increased tolerance (*in general*);**

    2. **willingness to accept differences (*reduced feeling of anxiety in contacts with members of other cultures, learning about customs and habitual behaviours of members of other cultures*);**

    3. **better skills related to dialogue and cooperation (*improving verbal and nonverbal communication, improving abilities related with intercultural conflict resolution, becoming better in recognizing and undertaking communication behaviours*;**

    4. **development of a positive attitude towards otherness;**

    5. **better adaptation to a new environment;**

    6. **better understanding of one's own culture and finding one's place in a society**
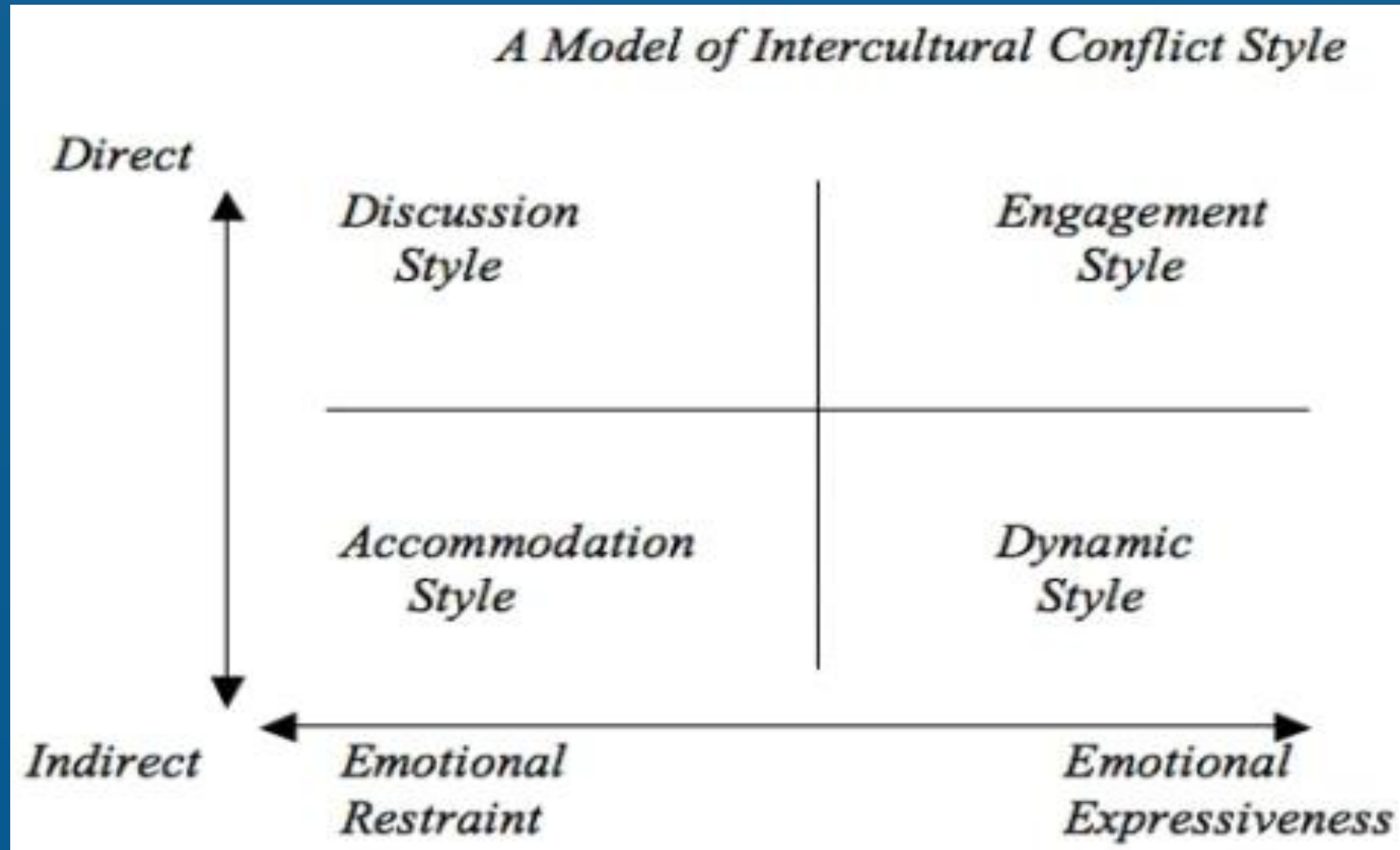
3.   SOLVING PROBLEMS OF COMMUNICATION

- **Conflict:**

  - **expressed struggle between interdependent parties with incomplete goals or unmet emotional needs;**

  - **the process in which one party perceives that its interests are being opposed or negatively affected by another party;**

  - **in an intercultural context, it is the explicit or implicit emotional struggle or frustrations between people from different cultures over perceived incompatible goals, norms, and values.**

3. SOLVING PROBLEMS OF COMMUNICATION

- **Model proposed by Mitchell Hammer:**

    - **the theoretical model;**

    - **allows to understand how people manage intercultural conflicts;**

    - **this model is based on two core dimensions:**

        a) **the directness of approach to conflict solving;**

        b) **emotionality;**

    - **from this perspective there are four main intercultural conflict resolution styles, see figure below.**

3. SOLVING PROBLEMS OF COMMUNICATION

A Model of Intercultural Conflict Style

Direct — Discussion Style | Engagement Style

Accommodation Style | Dynamic Style

Indirect — Emotional Restraint — Emotional Expressiveness

3. SOLVING PROBLEMS OF COMMUNICATION

- **This theory states that:**

  - **people need to understand and recognise that there are differences in conflict styles across cultural communities,**

  - **with that awareness people must learn how to understand from each other and how to face and resolve intercultural conflicts.**

THANK YOU FOR YOUR ATTENTION