

COMMUNICATION SKILLS FOR MANAGERS

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CHARACTERISTICS OF THE SUBJECT

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- Consulting hours: Monday: 15:30 – 16:30 (after prior email agreement)
- Criteria for passing the subject:
 - attendance - at least 80 % (active participation in exercises);
 - the performance of ongoing tasks;
 - final presentation.

CONTENT

1. Basic of communication
2. Intercultural communication
3. Solving problems of communication
4. Transactional analysis principle in managerial communication (managerial communication from the psychoterapy point of view)
5. Principle of mirroring, work with emotions and attitudes
6. The principle of motivation in the communication of a manager (influencing at work, basic managerial communication manipulations).
7. Negotiation technique and related non-verbal and verbal communication (types of negotiation, types of negotiators, negotiation phases, empathetic approach to negotiation)
8. Manifestations of managers' failures in communication skills, after-effects in their performance

1. BASIC OF COMMUNICATION

- **Culture (from the management perspective):**
 - A collection 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 (habits);
 - rituals;
 - laws;
 - material artefacts.

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 (however, good or bad is only valid in the context of our culture).

1. BASIC OF COMMUNICATION

- **Communication:**
 - the Exchange of messages between people for the purpose of achieving common meanings;
 - messages contain data and then information that give knowledge.
- **Communications and managers:**
 - in their work, managers use two major types of communication: verbal and nonverbal;
 - each type plays an important role 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 through elements and behaviours that are not encoded in words.**

1. BASIC OF COMMUNICATION

- **Verbal communication:**

- communication expressed through words (data and information encoded in words);
- in the case of a formal relationship between a supervisor and a subordinate, it should be clearly defined and unambiguous (not open to misinterpretation) and should be precise.
- example: clear communication of a task, delegation, specific praise or criticism;
- the important role of context: the general conditions, environment and situations in which the specific communication takes place (the interpretation of this communication depends on the specific environment and situation) - more about the context in a moment.

1. BASIC OF COMMUNICATION

- **Non-verbal communication:**
 - **incoded elements and behaviours that accompany verbal managerial communication and thus message of this communication (puts the message into context);**
 - **example: nodding to confirm understanding of a task, winking or smiling when praising, raising eyebrows when criticizing, etc.;**
 - **these accompanying non-verbal elements make verbal communication more effective, more direct - more successful;**
 - **for effective communication, both forms of communication must be respected (while respecting the psychological laws of managerial work).**

1. BASIC OF COMMUNICATION

- **Kinesic behavior:**
 - body movements, such as gestures, facial expressions, eye movements, and posture, gesticulations.
- **Proxemics:**
 - the influence of proximity and space on communication.

1. BASIC OF COMMUNICATION

- **Object language:**
 - communicative use of material objects, including clothing, cosmetics, furniture and architecture.
- **Paralanguage:**
 - the vocal aspects of communication, which relate to how something is said rather than what is said.

1. BASIC OF COMMUNICATION

- Each type of communication plays an important role in the effective transmission of messages within organizations (their correct combination brings positive psychological impact on the psychological relationship with subordinates).
- Context:
 - the general conditions, environment and situations in which the specific communication takes place (the interpretation of this communication depends on the specific environment and situation);
 - context is actually the set of conditions that cause the meaning of a message to be understood exactly as it is intended to be understood. This is achieved by combining verbal and nonverbal communication;
 - the context is not understood (the correct meaning of the message is not understood) unless the verbal communication is complemented by non-verbal communication.

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;
 - these studies show that managers prefer oral communication to written communication, especially because oral communication is usually more informal.

1. BASIC OF COMMUNICATION

- **Managerial communication preferences:**
 - **proportion of time top managers spent on various activities:**
 1. **scheduled meetings**
50 %
 2. **desk work**
26 %
 3. **unscheduled meetings**
12 %
 4. **telephone calls**
8 %
 5. **tours**
3 %

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 developed to convey meaning to the receiver;

1. BASIC OF COMMUNICATION

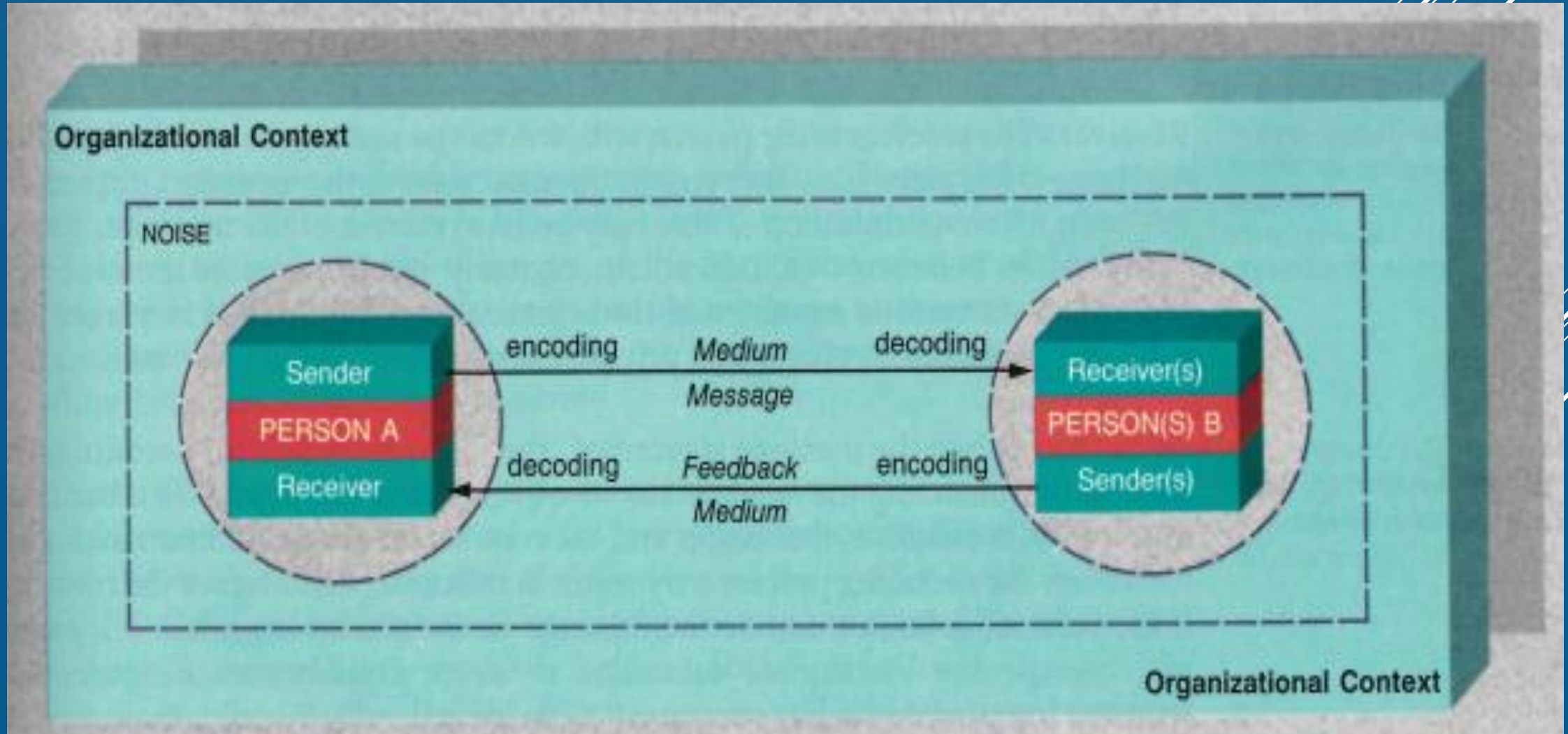
- **Basic components of the communication process:**
 - **encoding:** the process of translating the intended meaning into symbols;
 - **decoding:** the process of translating the symbols into the interpreted message;
 - **medium:** the method used to convey the message to the intended receiver.

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 the exchange of messages and the achievement of shared meaning.

1. BASIC OF COMMUNICATION

- Basic components of the communication process:



THANK YOU FOR YOUR ATTENTION

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