

# COMMUNICATION SKILLS FOR MANAGERS

Ing. Omar Ameer, Ph.D.

# 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.

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- **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;**

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- **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.

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- **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;

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- **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 is sometimes difficult for managers;
  - effective feedback, in such circumstances, has several main characteristics;
  - for one thing, it focuses on the relevant 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.

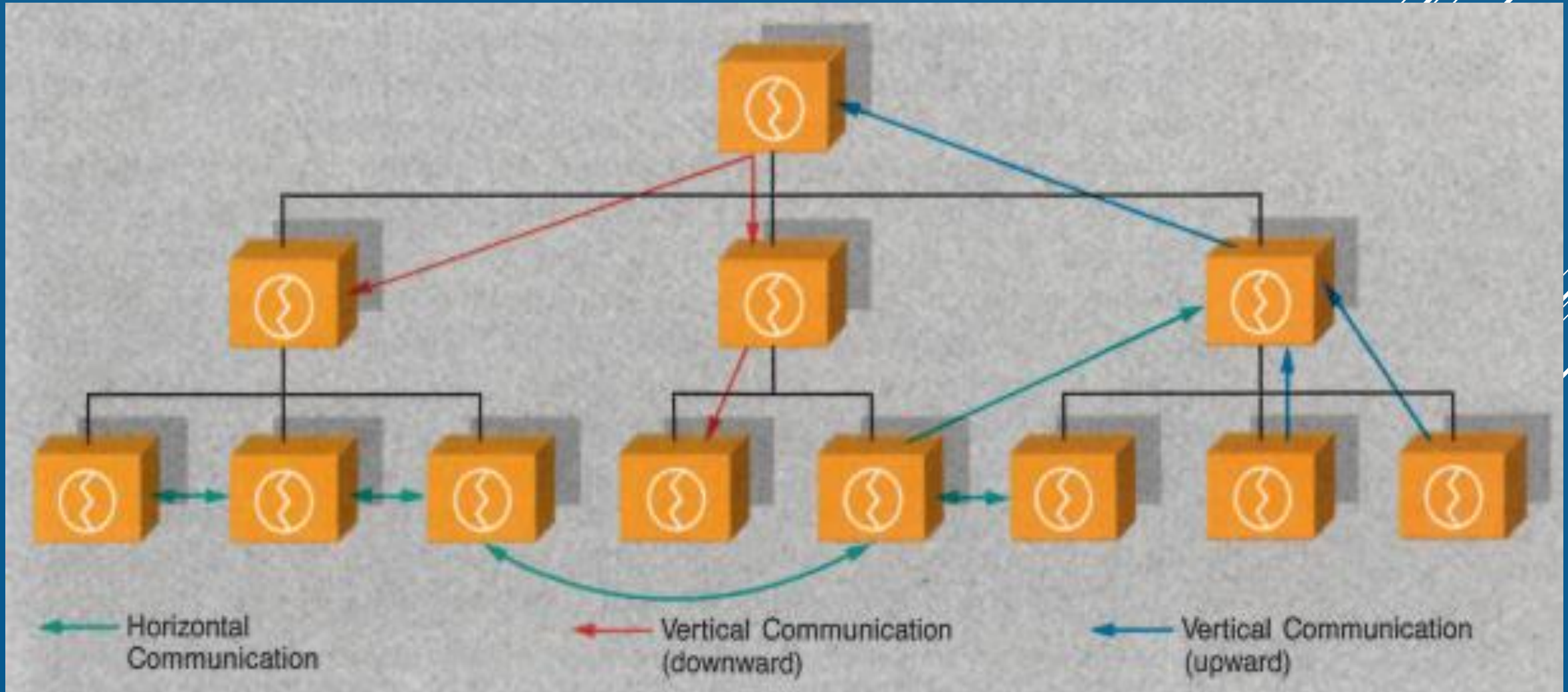
# 1. BASIC OF COMMUNICATION

- **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



## 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 mediating 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 feeling, 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.

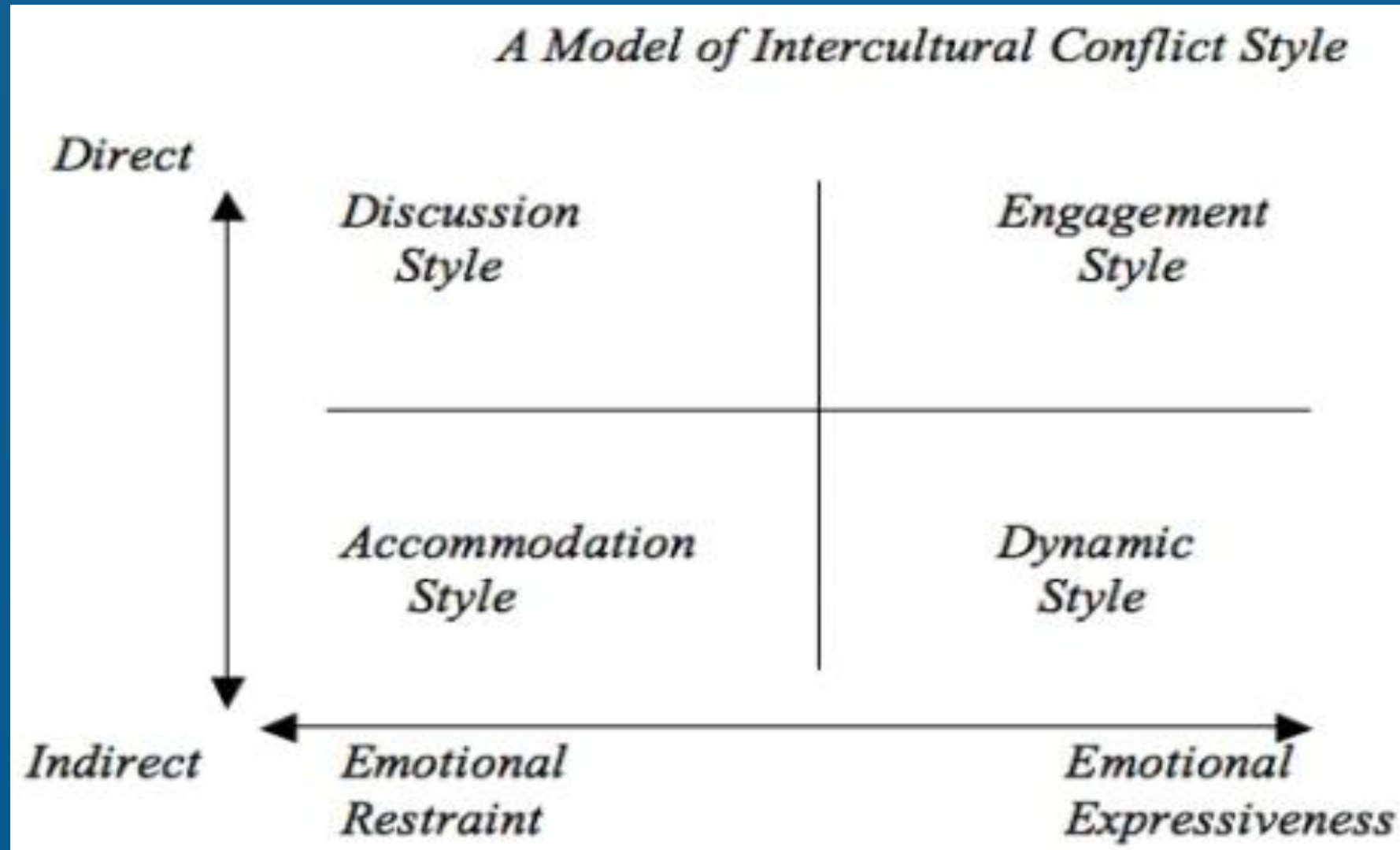
### 3. SOLVING PROBLEMS OF COMMUNICATION

- **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

- The four main conflict resolution styles are:
  1. discussion style;
  2. engagement style;
  3. accomodation style;
  4. dynamic style.

### 3. SOLVING PROBLEMS OF COMMUNICATION





## DISCUSSION

- 🌐 Confronts problems; Elaborates arguments with logical reasoning; Maintains calm
- 🌐 Weaknesses perceived by other styles: Blind to nuance; Logical but unfeeling; Condescending

DIRECT

## ENGAGEMENT

- 🌐 Provides detailed explanations; Expresses opinion clearly; Shows feelings
- 🌐 Weaknesses perceived by other styles: Blind to nuance; Dominating / rude; Over-confident

← RESTRAINED

EXPRESSIVE →

## ACCOMMODATION

- 🌐 Considers multiple/alternate meanings; diplomatic; Self-possessed; Sensitive to feelings of others
- 🌐 Weaknesses perceived by other styles: Ambiguous; Uncommitted /dishonest; Hesitant / timid

INDIRECT

## DYNAMIC

- 🌐 Considers multiple/alternate meanings; Use of 3<sup>rd</sup> parties to gather info/mediate; Skilled at noting non-verbal behavior
- 🌐 Weaknesses perceived by other styles: Ambiguous; Unreasonable / devious; Brash

### 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...different:
    - reasons for conflicts;
    - courses of conflicts;
    - methods of conflict resolution
  - with that awareness people must learn how to understand from each other and how to face and resolve intercultural conflicts.



# TASKS

1. List the elements of communication that are typical of our national culture.
2. List the advantages and disadvantages of these elements (listed above).

THANK YOU FOR YOUR ATTENTION

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