

COMMUNICATION SKILLS IN MANAGEMENT

Dr.Mahtab Singh

Asstt.Professorof Commerce.

Govt.PG College, Naraingarh (Ambala)

Abstract

Good communication skills allow managers and leaders to perform their role more effectively. Their role requires that they communicate. They must communicate many things to many people: they must communicate effectively to the team, to their suppliers, to their customers and financiers. So it is important that leaders and managers are good communicators. Communication skills for managers and leaders are different from communication skills for the average person in the street. One of the most important skills to have in business and personally is the skill of interpersonal communication. Let's face it, it can be tough to get our message across or communicate with others in our work and personal lives. Communication involves at least two people: the sender and the receiver of information. Communication implies understanding. The sender presents information which is filtered through attitudes and assumptions and which summarizes her position or ideas. The receiver hears through filters of perspective, experience, values, and attitudes that may be similar or different from the sender's. Clear communication occurs when the message goes from sender to receiver and back to the sender. This flow of understanding is called the communication feedback loop. Communication is a two-way street. Skilled communicators take time to make good decisions about what information to give and to whom at the best time. They tell the truth, clarify misconceptions, and work to ease feelings. Skilled communicators listen with both their head and heart. They listen to understand, not to judge or to defend.

Introduction

The study of communication is important, because every administrative function and activity involves some form of direct or indirect communication. Whether planning And organizing or leading and monitoring, school administrators communicate with and Through other people. This implies that every person's communication skills affect both Personal and organizational effectiveness .It seems reasonable to conclude that one of the most inhibiting forces to organizational effectiveness is a lack of effective communication. Communication can be defined as the process of transmitting information andCommon understanding from one person to another. The word Communication is derived from the Latin word, communes, which means common. The Definition underscores the fact that unless a common understanding results from the exchange of information, there is no communication. Two common elements in every communication exchange are the sender and the receiver. The sender initiates the communication. In a school, the sender is a person who has a need or desire to convey an idea or concept to others. The receiver is the individual to whom the message is sent. The sender encodes the idea by selecting words, symbols, or gestures with which to compose a message. The message is the outcome of the encoding, which takes the form of verbal, nonverbal, or written language. The message issent through a medium or channel, which is the carrier of the communication. The medium can be a face-to-face conversation, telephone call, e-mail, or written report.

1. The ability to set out the goal or the target to be hit.
2. The ability to communicate the plan of action that, it is hoped will describe successful action, capable of achieving the goal.
3. The ability to communicate delegated actions: who is going to do which task?
4. The ability to give corrective critical feedback to the people who are not performing in the proper manner and, in addition, to be able to get them to correct their performance and get *"back on track"*.

Most Common Barriers to Effective Communication

Physical Barriers: This has to do with poor or outdated equipment used during communications, background noise, poor lighting, temperatures that are too hot or too cold.

Attitudes:

Emotions like anger or sadness can taint objectivity. Also being extremely nervous, having a personal agenda or “needing to be right no matter what” can make communications less than effective.

This is also known as “Emotional Noise”.

Language: This can seem like an easy one, but even people speaking the same language can have difficulty understanding each other if they are from different generations or from different regions of the same country. Slang, professional jargon and regional colloquialisms can even hurt communicators with the best intentions

Physiological Barriers:

Health, poor eyesight or hearing difficulties, pain.

Problems with Structure Design:

Companies or institutions can have organization structures that are not clear, which can make communications difficult. Also to blame for faulty communications are bad information systems, and lack of supervision or training of the people involved.

Cultural Noise:

People sometimes make stereotypical assumptions about others based on their cultural background.

Lack of Common Experience:

It's a great idea to use examples or stories to explain a point that is being discussed. However, if the speaker and the audience cannot relate to these examples because they do not have the same knowledge or have not shared the same experiences then this tool will be ineffective.

Ambiguity and Abstractions Overuse:

Leaving things half-said, using too many generalizations, proverbs or sayings, can all lead to communications that are not clear and that can lend themselves to misinterpretations.

Information Overload:

It takes time to process a lot of information and too many details can overwhelm and distract the audience from the important topics. Keep it Simple, sweet

Assumptions and Jumping to Conclusions:

This can make someone reach a decision about something before listening to all the facts.

All of these barriers to effective communication can either distract those involved or otherwise hinder your communications. Make sure they're not in the way of making your point crystal-clear.

Do you ever think to yourself, "I know what I mean, but I can't explain it"? You need to be able to communicate facts, feelings, information and ideas, in a clear, professional and confident manner. If you want to learn more about our communication skills training.

1. The ability to set out the goal or the target to be hit

The role of the leader manager is to guide the team to a successful conclusion. And if we define success as, "*the achievement of a worthwhile and valuable goal*", then one cannot be successful

without achieving a "*valuable goal*". And you cannot expect the team to hit the target goal, if they don't know what it is. So, the first role of a leader is to set a clear target - or goal - to be hit.

This, the ability to set out the goal or the target to be hit, is the primary communication skill of a leader manager. Example of this type of communication taken from field marshal Montgomery at the battle of el Aleman, "Our mandate from the Prime Minister is to destroy the enemy forces in North Africa; I have seen it, written on half a sheet of notepaper. You must see that this mandate permeates right down through the Eighth Army to the most junior private soldiers. All the soldiers must know what is wanted".

2. the ability to communicate the plan of action that it is hoped will describe successful action, capable of achieving the goal

It is not enough to know what goal is to be attempted. It is also important to have a detailed Master-plan, which is capable of achieving the goal. The leader and management team must be able to do two things:

- Formulate an excellent Master plan.
- Communicate the excellent master plan.

So, the ability to explain and communicate the details of a plan of action is an essential skill. This requires the ability to speak clearly using accurate language, not ambiguous language. Ambiguous language is language that has more than one meaning. Accurate language is language that has only one meaning. It is an important skill in leadership: to have only one possible meaning derived from your message. But if you use language that is too vague and ambiguous, then confusion, error and disaster will reign in your domain. Example of leadership language that was too vague and ambiguous, causing confusion, error and disaster. The charge of the light brigade: The charge of the light brigade went down in history as an archetypal leadership blunder. It was caused by poor communication skills of Lord Lucan towards his subordinate Cardigan. Lucan simply ordered Cardigan to "attack the guns, down the valley". Obviously, this is a vague and indistinct order. And then Cardigan failed to ask the obvious questions: "Specifically, which guns and down which valley?" Cardigan pointed out the fact there were numerous enemy positions in the vicinity to which Lord Lucan simply replied that Cardigan should "Take the ride down there at moderate speed so as not to exhaust the horses".

3. The ability to communicate who is going to do which task

This is the art of delegation. Delegation is the act of entrusting a task to another. All good managers and leaders are incessant and accurate delegators. Many managers are afraid to delegate. Don't be

afraid to delegate. Here is some advice from Donald Rumsfeld. U.S. secretary of defence. *Find good people and give them the work. If a matter is not a decision for the President, or you, then delegate it. Force responsibility down and out. Find problem areas, add structure and then delegate.*"

4. the ability to give critical feedback to the people who are not performing in the proper manner and, in addition, to be able to get them to improve their performance

It is important to be able to criticize people in a manner that corrects the behavior but does not foul the relationship. Many failures have been caused by the breakdown of cooperative relationships within the team. When a dispute causes the members of the same team to regard each other as enemies, then whole project is put at risk. *"Every human being is entitled to courtesy and consideration. Constructive criticism is not only to be expected but sought"*.

5. The ability to give praise and appreciation to those who are doing a good job

It is equally important to be able to praise, as it is to critique. Well timed and specific praise a one of the social motivators. Social motivators are those motivators that inspire people into action, but are not tangible motivators, such as money. Social motivators are often words. Words that inspire positive emotions such as loyalty or pride, or self-esteem. All good managers are good at giving well timed and specific praise and appreciation all poor leaders and managers are scanty and miserly in their use of praise and appreciation. Poor managers say "I pay him, why should I have to praise him as well. "Good leaders recognize "that money is not the only motivator. And if I am paying them, then I want them highly motivated, not demotivated; and therefore, I will use praise and appreciation as one of my leadership methods." *Good leader and managers use positive reinforcement* Positive reinforcement is the act of associating pleasurable feeling to an event or action, with the intention that that action and ones similar to it will be repeated. With animals, positive reinforcement usually involves giving tidbits. With humans, it usually means giving a kind word of thanks. B F Skinner quotes *"The way positive reinforcement is carried out is more important than the amount"*.

6. the ability to communicate the need for constant change adaptation, refinement and flexibility to the conditions that are predominating, whilst remaining faithful to the overall goal (1) and plan (2)

Since no human is perfect, no human plan is perfect. And therefore, plans often don't work. You find that only part of the plan is working well. The rest is either, not working well, or is a complete failure. So now you must be able to do three things:

- Keep progressing with the areas that are working well.
- Modify and adapt the parts that aren't working well.
- Completely rewrite and change the parts that are a complete failure.

These skills require that you communicate to the team. You must be able to keep people motivated and feeling strong. Even during the times where the plan is not working well or when it is a complete failure. You must communicate this message:

Temporary defeat and setbacks are not permanent failure. We will analyze the facts, formulate a new plan and come back tomorrow with a new and better plan. Even in the darkest days the leader must communicate that final victory is inevitable. This is indeed a magical ability. But one that is magical in its effects, not its cause. The cause is the communication skill of the individual leaders: their ability to formulate great sentences that will affect the minds of their listeners, towards the positive, and that will remain in the memory, and resonate courage, long after they were first heard. Churchill was the best exponent of the ability to keep people going when things are gone wrong.

Why Is Effective Communication Important in Management?

To lead others, you must demonstrate effective communication skills. Otherwise, a manager will lack the credibility to implement his employer's objectives, and struggle to rally worker teams behind them. Managers who communicate well are also more likely to become good problem solvers, which is an essential skill to function well in an international workplace where diversity is increasingly the norm. Employees who show an aptitude at verbal and written communication are more likely to advance up the corporate ladder, as well.

- **Better Employee Relations**

The best managers understand the need for building alliances, and communicating throughout all levels of the organization. Effective communications skills are a must for breaking down barriers, which promotes the collaborative atmosphere that an organization needs to thrive, according to "Forbes" magazine. A typical employee's engagement and interest in work varies from day to day. Astute managers accept this reality, but can tailor their own communication style to motivate an employee to achieve the desired result.

- **Gains in Productivity**

Whether they realize it or not, managers are the linchpin of a company's productivity efforts. Managers must clearly articulate strategies and plans, so that an employee team knows what to do, and how the company envisions them being carried out, as the ere.net website states. At the same time, each team member should understand his role, and why his particular task is so important. If the manager can't make that case, employees grow complacent and less interested in their work.

- **Impact of Globalization**

Cross-cultural and linguistic work teams are increasingly common features in today's globalized workplace. For example, Asea-Brown-Boveri's 125 employees may carry 25 passports, and hold citizenship in multiple countries, the "Graziadio Business Review" notes. Managers must devise new communications strategies to interact with an increasingly multicultural, multinational workforce. Employees also may identify with several different national groups, not just one, which managers must consider when trying to communicate a company's goals and objectives.

- **Multigenerational Relations**

Conflicts are likely, if not inevitable, when employees from different generations find themselves working together. Good communications skills are a must for managers wanting to succeed in this environment. For example, the competitive drive of Baby Boomer employees born between 1946 and 1964 may not sit well with Generation X and Y peers, born in 1965 or later, who desire a less intense work life. Managers must avoid blanket stereotypes when trying to encourage the various groups to interact with each productively.

- **Problem Solving Skills**

Effective communication and problem solving skills go hand in hand. Employees who struggle on the job naturally look to managers for guidance to solve their problems, executive consultant Joelle K. Jay notes, in an article posted on her website. A manager who lacks discretion, however, is unlikely to gain the trust he needs to address co-worker conflicts, declining performance or substance abuse issues. Failure to address these situations, in turn, jeopardizes the organization's productivity and ability to carry out its mission.

Conclusion

Communication is the process of transmitting information and common understanding from one person to another. The elements of the communication process are the sender, encoding the message, transmitting the message through a medium, receiving the message, decoding the message, feedback, and noise. A number of barriers retards effective communication. These can be divided into four categories: process barriers, physical barriers, semantic barriers, and psychosocial barriers. To improve the effectiveness of communications, schools must develop an awareness of the importance of sender's and receiver's responsibilities and adhere to active listening skills.

"Let us therefore brace ourselves to our duties, and so bear ourselves, that if the British Empire and its Commonwealth last for a thousand years, men will still say, this was their finest hour".

References:

1. <https://corporatecoachgroup.com/>
2. <http://www.skillsyouneed.com/ips/barriers-communication.html>
3. <http://work.chron.com/effective-communication-important-management-27001.html>