CHAPTER SIXTEEN

# Managerial Communication

# 16.1 Understand and describe the communication process.

**Communication**: Managers spend most of their time in communication with others. In addition to the simple relay of information or feelings, communication reinforces the formal structure of the company and influences the opinions, attitude, motivation, and behaviors of others.

* Reflect on the statement about communication influencing others. Discuss its importance in the context of being a manager and leading a team.

**Coding**: The basic communication model involves encoding and decoding a message via a medium and with context, feedback, and noise. There is a sender, receiver, and an effect.

* Give an example of a communication situation, incorporating the names of its components.

# 16.2 Know the types of communications that occur in organizations.

**Means**: Communication can be oral or written, but it can also be nonverbal.

* Discuss the importance of understanding culture in the context of nonverbal communication.

**Influences** on interpersonal communication can include social influences, perception, interaction involvement, and organizational design.

* Discuss the influences of these elements on communication, and give an example of each.
  + Social influences:
  + Perception:
  + Interaction involvement
  + Organizational design

# 16.3 Understand how power, status, purpose, and interpersonal skills affect communications in organizations.

**Key roles**: Managers have three core roles: interpersonal, informational, and decisional.

* Give examples of some duties involved in each category of managerial role, and discuss several types of roles in each category.
  + Interpersonal:
  + Informational:
  + Decisional:

# 16.4 Describe how corporate reputations are defined by how an organization communicates to all of its stakeholders.

**External**: Communication by managers and leaders isn’t all internal. It’s also essential in keeping a company in good stead with external stakeholders as well.

* What are some ways that a company’s communication affects its reputation with external stakeholders? Give an example.

**Action** and language are inexorably linked.

* Discuss how this is the case. Give an example.
* Why are listening and critical thinking essential parts of communication?

# 16.5 Know why talking, listening, reading, and writing are vital to managing effectively.

**The main means** of communication by managers include talking, listening, reading, and writing.

* What are your strengths and weaknesses when it comes to modes of communication? Why are you most comfortable in some over others? What resources can you take advantage of to improve in the weaker areas?
* Why and how is writing important to internal and external communications?
* Discuss the dangers of perception and assumptions and importance of context.
* Why is reading important to company managers?