

Unit 408  
Management Communication  
Information Pack





## Introduction

This unit allows you to analyse the importance of Management Communication in an organisation.

Communication is essential in day-to-day life, in order for an organisation to be successful organisations have to understand the importance of using the correct communication channels to pass information on.

This information pack introduces you to the challenges of management communication: key skills are examined that will enable you to confidently tackle this element of your role or future role as a manager. The challenges will require you to consider theories that align with each topic but, importantly, you will be expected to make parallels with your own experience in the workplace, which will help in ensuring that you communicate effectively.

SAMPLE



## Contents

Management Communication.....	4
Effective Work-Related Communication.....	6
Communication Theory and Models .....	8
The Communication Cycle and its Relevance for Effective Communication.....	12
Barriers to Effective Communication.....	14
Principles of Effective Verbal Communications .....	15
Identifying Information to be Communicated .....	17
Characteristics of Effective Management Communication.....	23
Effective Communication: A Self-Evaluation.....	26
Methods of Communication.....	29
Minutes of Meetings .....	37
Communicating with Customers, Suppliers and Other Managers .....	37
Behaviours for Active Listening.....	41
Checking the Accuracy and Currency of Information to be Communicated.....	53
Identifying Information to be Communicated.....	54
Adhering to any Organisational Confidentiality Requirements when Communicating in Writing .....	57
Justifying Opinions and Conclusions with Evidence.....	60
Evaluation of Management Communication.....	62
Personal Development Plan (Management Communication).....	65
Example Minutes of a Meeting .....	66

SAMPLE

## Management Communication

In management you are required to communicate effectively, both verbally and in writing. What is for sure is that in organisations, managers that communicate well, do well!

The first thing we must do if we are to understand management communication and why effective management communication is so important, is to define what is meant by the word *communication*. The Concise Oxford Dictionary offers the following:

Communicate is to *'transmit or pass on by speaking or writing'*

Communication is *'the act of imparting, especially, news'*

This informs us that communication is about passing on information verbally and/or in writing. But is this conclusion enough? How many times have we been in the situation when a simple piece of communication has been misunderstood?

Think of 3 occasions when something you said to another person was misunderstood and another 3 occasions when you misunderstood what someone else said to you.

List these in Column 1 and consider why the communication failed. Write down the reasons why the communication failed in Column 2.

Misunderstood Communication	Why the Communication Failed
1.	
2.	
3.	

In considering why the communication failed, you may now have a better idea of the challenges that we face in communicating with others in the workplace! What should now be clear is that we are interested in effective communication.

One definition, cited in Hamilton, 2011:

*'Effective communication is when the message is received as the sender intended'*

The first thing to note in the above definition is the word *'effective'*: it is not what A says or writes, but what B understands, that matters. To achieve that understanding the communicator needs to get the attention of the person(s) being communicated with. That is just as much the case in written communication as it is in verbal communication.

Before we explore the core elements of communication in detail, all of which combine to give an appreciation of getting shared understanding of the message, it is worth considering the types of communication that take place in businesses and organisations.

Challenge

Think about the types of communication that take place in your organisation. Annotate each communication type as verbal (v) or written (w):

You may have identified some or all of the following types of communication that regularly take place in organisations:

<b>Verbal Communications</b>
Telephone conversations Meetings One-to-one interviews (e.g. Appraisals) Informal 'water-cooler' conversations Briefings Formal presentations Video conferencing
<b>Written Communications</b>
Mission and Vision Statements Corporate and Business Plans Company Balance Sheets Annual Accounts Annual Report Employment and other contracts Policy documents (e.g., Equality and Diversity (E&D), Procurement) Standard operating procedures/instructions Business cases and options appraisals Performance and other reports Records of meetings (e.g. minutes) Staff appraisals Statements of Account Invoices Websites Staff newsletters House journals Letters (received and sent) E-mails and memorandum Text messages

Different types of communication will be more effective than others in different situations. To understand why some are more effective than others, we need to consider the factors that contribute to effective communication and to identify the potential barriers that prevent or reduce the effectiveness of communication within companies and organisations.

### **Effective Work-Related Communication**

It may seem obvious that workplace communication must be effective, we know also know that communication can be difficult. We can (and will) identify a range of factors that can adversely impact on the effectiveness of communication both within the organisation and externally, along with exploring how these barriers can be.