

### 3 QUESTIONS ON HOW POTENTIALITY OF COMMUNICATION CAN LEAD TO MANAGERIAL EFFECTIVENESS FOR GLOBAL BUSINESS PRACTITIONERS

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#### ABSTRACT

The international market is expanding and the international trade is raising new challenges to the developing countries like India and the third world countries and to its professional-managers handling global business issues at international platform. In such a situation, communication, being the most significant element of entire business process, endorses the worth and effectiveness of a manager. In order to relate the communication competence of business managers and their managerial effectiveness, this article suggests frameworks in three stages to masterly handle international businesses, proposing apt communication solutions for managers functioning as catalytic agents on the canvass of international business.

**KEYWORDS:** Communication Managers, Global Communication, Functioning, Potential, Effectiveness

#### INTRODUCTION

An early Harvard Business School study on what it takes to achieve success and be promoted in an organization educates that the individual who gets ahead in business is the person who “is able to communicate, to make sound decisions, and to get things done with and through people” (Bowman, Jones, Peterson, Gronouski, & Mahoney, 1964). It is highly significant to decide and determine what is the position and status of business managers who are actively contributing in international business and representing their respective countries at global platform. What are the major problems of communication they face? In fact, older studies of how much time managers spend on various activities show that communication occupies 70 to 90 percent of their time every day (Mintzberg, 1973; Eccles & Nohria, 1991). It is significant to know that lacking in communication costs very high. The importance of effective communication skills and its value in the workplace is beyond communication. Within the company, the individual and the group performance of the employees largely depends on the quality of the managerial communication process. Managerial communication acts as an integrating agent to harmonize interests and creating the premises needed to attain the set goals. Companies have internalized this and have promoted communicative competence as a philosophy. The major objective behind this study is to investigating apt model for development of communication competencies in business managers.

#### BACKGROUND STUDY

When CEOs and other senior executives in all industries and countries are asked to list the most important skills a manager must possess, the answer consistently includes – good communication skills. (Mintzberg, 1973; Eccles & Nohria, 1991). The basis of any relationship is communication. The importance of effective communication skills to your Emotional Intelligence is crucial, and its value in the workplace is incalculable (Weisinger, 1998). The persuader’s

credibility and his or her ability to create a proper, mutually beneficial frame for a position, connect on the right emotional level with an audience, and communicate through vivid language that makes arguments come alive (Conger, 1998). The higher up in an organization a manager moves, the more complex his or her communication demands become.

The core communication ability represented in the center of the framework below expands to the managerial communication ring and then further to the communication capabilities included at the broader corporate communication ring (Barrett, 2006). There have been many studies in the area of communication and technology changes in the modern world and the importance that English plays. However, very few of these studies have been done on communication competence for global managers. Effective communication plays a vital role in enhancing organizational success (Vik and Gilsdorf, 1994; Wolford and Vanneman, 1992). Managers with communication competence will be able to get things done efficiently and effectively (Wayne and Dauwalder, 1994). Lahiff and Penrose (1997) claimed that modern technology had greatly contributed to management's access to information; it is management, after all, who must ultimately determine the information to be retrieved and to whom it should be sent. Which business communication skills should receive the most emphasis in the workplace? A criterion for determining the importance of any communication skill is its frequency of use (Schmidt and Gardner, 1995). Among communication skills, listening is the most used and certainly occupies a large portion of daily communication (Lee and Hatesohl, 1996).

This skill plays a central role in assessments of communication competence in the workplace (Haas and Arnold, 1995). Even if the listening skill is very important for business people, oral and written communication skills are claimed to be important as well (Waner, 1995; DiSalvo, 1980). There have been several prominent recent studies which have yielded interesting findings concerning these two areas of communication. Mabrito's study (1997) disclosed that the majority of front-line supervisors in an American Midwest steel manufacturing plant spent one fourth of their week writing documents. Another study by Littlejohn (1994) indicated that oral and written communications were required by human resources managers for fulfilling their varied tasks demanded on the jobs. Hiemstra, et al. (1990) found that the greatest portion of time managers spent in their daily spoken communication. However, with the emergence of information technology, e-mail and the fax have taken on a vital role, especially in international business communication (Louhiala-Salminen, 1999). E-mail was claimed to be one of the most lively and intelligent conversations people had in some time (Cohen, 1995), and it is now rapidly embracing communication worldwide. In terms of speaking skills, the result of this study was consistent with those of the previous studies which showed that conversations, telephoning, and meetings (Campbell, 1991; Hiemstra et al, 1990) as well as presentations (Rasberry and Lemoine 1986) were perceived as significant.

## **INTERTWINED RELATION OF BUSINESS AND COMMUNICATION**

Any business across the world runs on the wheels of effective communication. Speedy and accurate system of communication is valuable for smooth functioning of a business organization. The top business practitioners have emphatically advocated the positive correlation between business and communication. The strong communication system controls the entire business system effectively and the business people have profoundly realized the significance of communication. The success of any business largely depends on accuracy of information transfer. In any organization the chief focus is laid on maintaining effective communication process internally or externally. The primary modes of internal communication may normally be for international clients. Abugu Benjamin pointed out, "looking at the meaning of

effective communication from different angles, the ultimate goal of every form of communication. Effective communication ensures information to be well-packed and properly transmitted. Effective communication achieves the results for which it is intended. Incorporating all above dimensions of communication a three stage conceptual framework is proposed.

## **IDENTIFYING COMMUNICATION COMPETENCIES FOR GLOBAL MANAGERS**

The business is globalized. The economy of almost all developed or developing countries have been liberated to let their business grow and flourish at global canvass. The business is expanded to an unimaginable capacity. The human resource need to grow along with it in terms of handling this level of business successfully to touch the new heights as being aspired by many brands participating in international competition. Business means high level of connectivity round the clock at multiple locations. The communication is very important aspect of business as Pihulyk (2003) commented “Communication is a basic human activity” and “enables us to connect with each other”.

The growth of any business needs multitasking managers. Multitasking managers are expected to have multi-level communication acumen. Research shows that organizations that have the capability to effectively communicate benefit from 20% lower turnover and 4.5 times greater engagement in work indicating that as the communication between management and employees becomes more effective, the motivation of employees also increases (Yates, 2006).

It is significant to understand why business managers need to own excellent communication? There are innumerable issues where effective communication is required from global managers to drive the business well. Even a plethora of studies on communication competence exist, however, the scholars practicing the concept are highly perplexed about what exactly constitutes communication competence and also there are others who express concern about the lack of theory (Wilson & Sabee, 2003). The advent of new technology allowing instant transmission of communication has made work more tougher as Clegg (2005) comments, communication is not simply just a flow of information between people but also a process of “creating, shaping and maintaining relationships and enacting shared values, common culture, agreed goals, and means for their achievement”, and as Pihulyk (2003), highlights the importance of it saying. Communication is critical in all aspects of life, in business and personal relations. In its absence “our whole way of life would crumble”.

The following figure well displays the various elemental and cognitive reasons of the need of potential communication addressing to the various issues of business. Anyhow, communication is the method of transporting information and ideas between two or more people (Cole, 2001). Croft and Cochrane (2005) illustrate that it is essential to “establish two way communications, encouraging your audience to interact”. Motivation can be broken into either what is termed extrinsic motivation or intrinsic motivation (Clegg, 2005). How is motivation achieved? For motivation to occur effective communication must be in place and crucial to this is feedback.

Further, Cole (2001) defines feedback as the method that “turns communication into a two-way process” and when both the sender and receiver try to “reach mutual understanding”. This is the process of feedback and by enabling feedback employees become motivated which in turn increases job satisfaction. The conceptual framework as put in the following Figure 1 displays the macro efforts required for the development of potential communication in global managers. The content frame, as described, is of paramount significance for the managers at international pulpit.

The activities like interacting, making routine correspondences successfully, attaining the capacity of addressing various business issues, ability and effectiveness to conduct international level meets where delegates negotiate to take business to a level of mutual benefits, ability to control the international down line work force, the artifice of handling interpersonal relations are highly essential support systems for a manager to perform successfully at global platform.

Competencies for Global Managers: Developing potential communication to:

- Interact at global level.
- Make routine correspondence successfully.
- Attain the capacity to address the issue.
- Conduct international meetings effectively.
- Develop the ability to handle international down line.
- Develop the ability of interacting at international interpersonal relations.

To face the global business challenges managers are forced to have competitive skills. Earlier the business competition was not so challenging and only chosen skills were required to flourish. as a professional. The role of global managers is constantly growing more crucial and managerial process more intricate. The understanding of routine correspondence, practice of situational business writing, capacity to verbally address the issue, ability to conduct efficient and effective meetings, ability to network with the down line, strong communication skills, interpersonal communication, non verbal communication ability, global business connect communication and local business connect communication are highly required communication patterns in the present business industry. Naoki Kameda (2000) rightly comments “in this day of internationalization and electronic information, communication competency is truly required for global managers.”

Japanese global managers, however, are often criticized for their lacking in the power of expression as they are judged as poor at communication. However, to thrive at managerial position in the company managers do need communication competency. Paul M. Leonardi, Tsedal B. Neeley, Elizabeth M. Gerber (2011). Studies have found that managers engage in redundant communication; that is, they send the same message to the same recipient sequentially through two or more unique media. Given how busy most managers are, and how much information their subordinates receive on a daily basis, this practice seems, initially, quite puzzling. However, to protect the receiver’s interest and to protect the effective communication, as Shetcliff (2004) comments, effective communication occurs when “the entire message is clearly understood and responded to completely within the timeframe requested”. The expectation from today’s global managers is far higher as compared to the time when the business was not such globalized. It raises a lot of question regarding the preparedness level of global managers to handle communication with required competence. Following may be deemed as today’s communicational requirements:

- Understanding of Routine Correspondence
- Practice of Situational Business Writing
- Capacity to verbally address the issue

- Ability to conduct efficient and effective meetings
- Ability to network with the down line
- Strong Communication Skills
- Interpersonal Communication
- Non Verbal Communication Ability

The points displayed above exhibit the dimensions of communicational requirement for effective managerial performance. The communication competencies have ever been the core area of concern for transforming a manager into an effective one. Most of the managers generate wonderful results in business. In the absence of effective communication the business and activities related to it prove to be fluttering in void. The activities like making routine correspondences, situational business writing, capacity to verbally addressing the issue, ability to run meetings, strong communication skills, in international languages are highly required. Such amalgamation of communication elements can make a manager competent. To operate on international platform synchronization of all these skills are highly anticipated.

### **RECOMMENDED WAYS FOR DEVELOPING COMMUNICATION COMPETENCIES IN BUSINESS MANAGERS**

To master the skill of communication competency, managers of contemporary business world need to undergo rigorous practice. Besides, the institutions need to motivate managers boosting up their morale and providing them an environment where all communication learning could be smoothly facilitated. Ruccio and Zorn (1998) pointed out that motivation is “central to employee performance and ultimately organizational performance and profits”. For developing global competency in communication the efforts should come from the learners also. The most determined way to flare up in communication ability are the identified efforts such as training, exposure, practice, institution initiative, imitation, studying various communication models, acquiring strong communication skills etc.

Only after polishing all associated facets the managers can be sure of an effective communication exchange. “The success of communication is measured not by how well the communicator speaks or writes but how well the listener has heard” (Lapin, 2004). Cole (2001) stated effective communication takes place when the listener understands the complete message and the intent of the speaker. There are few ways suggested which really can be beneficial in terms of transforming managers to meet international business competence. However, such competence requires constant research.

Training can be effective solution for employees. Such managers should be more exposed to international business to develop competence. To develop the capability to represent a company at global platform the managers need to be put through relevant practices based on real business situations. However, the need is to have a strong grip over international business communication. An amount of credibility also plays its vital role in the winning competence of communication ability. At times, business practitioners have found out that credibility in communication decides the efficiency of manager. In their research on leadership, James M. Kouzes and Barry Z. Posner (1993) found that credibility is the number one reason people follow someone. To be effective, leaders must be credible to their followers. Credibility is essential to creating a positive ethos. Aristotle remarks, “Persuasion is achieved by the speaker’s personal character when the speech is so spoken as to make us think him credible” (Roberts, 1954). But this is the most amazing factor that, “most

managers overestimate their own credibility – considerably” (Conger, 1998). Few people really see themselves as others see them.

The idea that when two people meet, six people are really in the room – the persons as they see themselves, the persons as the other sees them, and the persons as they may actually be – underscores the complexity of perception and self perception (Barnlund, 1962). In an article in Harvard Business Review, Robert Cialdini (2001) argues, “no leader can succeed without mastering the art of persuasion”. Managers should be motivated at times to have a constant encouragement from the organization. The role of higher ups is to focus upon such development to make manager’s communication ability efficient and effective. The dominant aspect of inculcating effective communication can be facilitated to learn through the grid as displayed in the following figure.

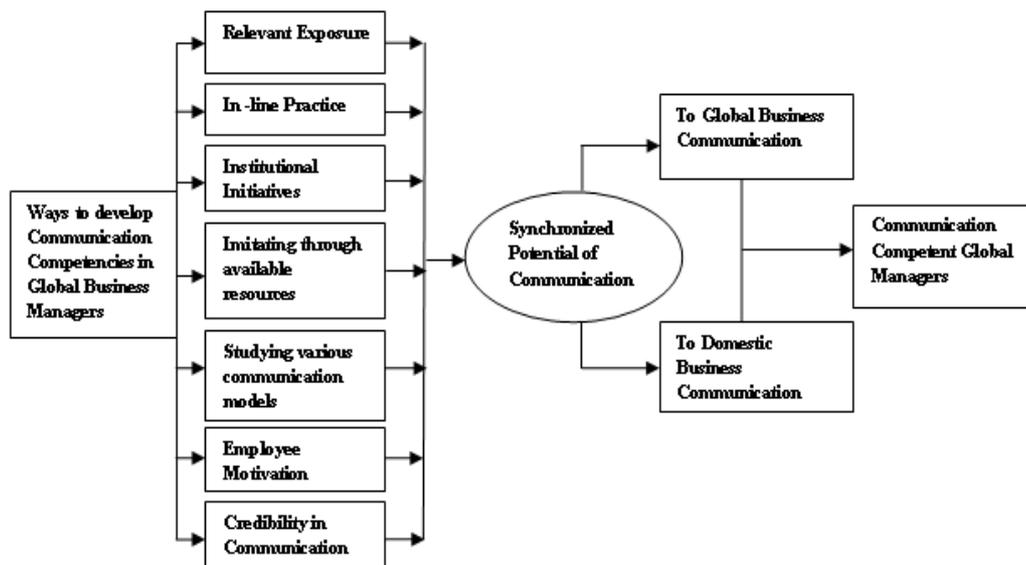


Figure 1: Framework for Developing Communication Competencies

## CONCLUSIONS

The suggested solutions are based on the necessary requirements for the practitioners of business at international levels. As recent studies have indicated that managers always remain engaged in communication at various levels and multifarious directions, in such condition the importance of strong communication ability grows multifold. Managers operating at international level do lack the required communication and as a result it spreads negatively on the overall business generated by the organization. Though organizations are taking active interest to remove this infirmity affecting the overall business, yet the initiative has not been very encouraging by organizations operating globally. The formulated three models to address the existing problem will of course help the organization to think seriously about this problem and secondly, will exactly know what to do to remove this infirmity causing poor showcasing of business at international platform.

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