

## THE ROLE OF COMMUNICATION IN MANAGER'S CAREER

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*Обґрунтовано принципи так званого «відкритого спілкування» як необхідної складової успішних компаній. Проаналізовано бар'єри, які перешкоджають ефективній комунікації, та запропоновано шляхи їх подолання. Наголошено, що саме від керівника залежать загальні етичні принципи та характер ділового спілкування.*

Communications in excellent companies are different from those in other companies. Excellent companies have “open communications”. People working in them keep in contact with each other regularly. The companies do everything possible to ensure that staff meets easily and frequently.

One problem with communication is that we do not, in fact, communicate as effectively as we think we do. This is important for managers. It suggests that, when giving instructions, managers must make sure that those instructions have been understood and interpreted correctly.

A breakdown in communications is to happen if there are some kinds of social distance between people. In organizations people may have difficulty communicating if they are different in status, or if one person has a much higher position than the other. It is risky to tell the truth to someone higher up in the hierarchy – they may not like what they hear and hold it against you. For this reason staffs often “filter” information.

One way of reducing social distance – and improving communications – is to cut down on status symbols. It is possible, for example, to have a common dining-room for all staff.

Physical surroundings and physical distance limit or encourage communication. The physical layout of an office must be carefully planned.

Another important barrier to communication is selective perception. This means that people perceive things in different ways. The world of the sender is not the same as the world of the receiver. A manager will say something but the employee will interpret his meaning incorrectly.

Communication problems will arise, from time to time, in the best-run companies. However, to minimize such problems, managers must remember one thing. Communication should be a two-way process. Managers should encourage staff to ask questions and to react to what the managers are saying.