

EFFECTIVE COMMUNICATIVE STRATEGIES FOR MANAGERS (ЕФЕКТИВНІ СТРАТЕГІЇ КОМУНІКАЦІЇ ДЛЯ МЕНЕДЖЕРІВ)

Успішне управління вимагає від менеджерів сильних навичок комунікації. Ця тема досліджує різні аспекти комунікації, зосереджуючись на тому, як менеджери можуть покращити свої навички комунікації для досягнення ефективності в роботі з підлеглими, колегами та іншими зацікавленими сторонами.

Ключові слова: ефективна комунікація, менеджерські навички комунікації, вербальна комунікація, невербальна комунікація, письмова комунікація, електронна комунікація, комунікація в режимі реального часу.

Successful management requires managers to possess strong communication skills. This topic examines various aspects of communication, with a focus on how managers can enhance their communication skills to work effectively with subordinates, colleagues, and other stakeholders.

Key words: effective communication, managerial communication skills, verbal communication, nonverbal communication, written communication, electronic communication, real-time communication.

Communication is an integral part of our everyday lives. It influences our relationships, work interactions, and overall success in any field of activity. Effective communication is especially crucial for managers responsible for leading teams and achieving business goals.

Effective communication for managers is of paramount importance. It helps convey information and ideas, establish connections with employees and other stakeholders, and understand the needs and expectations of others. When communication is carried out effectively, it contributes to improving the work process, increasing productivity, and achieving high results [3].

However, challenges and difficulties can arise on the path to effective communication. The diversity of communication styles, cultural differences, insufficient listening skills, and difficulty expressing one's thoughts can create obstacles to achieving quality communication.

Therefore, it is important to develop effective communication strategies for managers. This includes studying different types of communication, such as verbal and nonverbal, written and oral, as well as considering aspects of interpersonal and intercultural communication.

The importance of effective communication for managers lies in its role as a key factor in successful management. Communication plays a crucial role in establishing connections with employees and understanding their needs, motivations, and shared goals. Effective communication contributes to creating a supportive work environment where people feel heard and understood [1].

One of the main aspects of effective communication is the manager's ability to convey information, understandably, and specifically. It is important to utilize appropriate communication channels and tools such as face-to-face conversations, email, video conferencing, etc., to ensure an efficient flow of information.

Whether communication takes place in a personal meeting or a virtual environment, managers should be mindful of cultural differences and employ the appropriate tone, language, and nonverbal cues. It is important to adapt one's communication style to the needs and characteristics of the audience.

Managers employ various types of communication for effective interaction. Verbal communication includes conversations, presentations, and meetings where managers convey information and listen to their employees' thoughts. Nonverbal communication, such as gestures, facial expressions, and body language, complements verbal communication by conveying emotions and mood [1].

Written communication, such as emails and reports, is useful for documenting decisions and conveying details. Electronic communication, such as email and chats, enables swift exchange of information and real-time interaction.

The ability to use different forms of communication and adapt them to the situation is an important skill for a successful manager.

Effective communication with stakeholders such as clients, partners, suppliers, and others is a key factor in organizational success. Research shows that certain strategies and methods can help improve communication with these parties [4].

Firstly, listening is a crucial component of effective communication. Listening to the needs and perspectives of stakeholders helps to understand their expectations and requirements.

Secondly, using clear and understandable language is essential. Communication should be simple and avoid complex terms or jargon that can lead to misunderstandings.

Largely, effective communication with stakeholders is based on listening, understanding, clarity, mutually beneficial relationships, diverse communication channels, and a culture of openness. These strategies and methods can help improve communication and achieve shared goals with stakeholders [4].

Cultural differences have a significant impact on communication and require the development of intercultural competence in a manager. Proper understanding and adaptation to cultural nuances can enhance communication and contribute to successful interaction with colleagues and employees from different cultures.

Intercultural competence involves awareness and respect for different cultural practices, values, and norms. A manager should be prepared to adapt their communication style and leadership approach according to the needs and expectations of employees from different cultures. It is important to demonstrate tolerance, openness, and a willingness to learn about cultural diversity [5].

Developing intercultural competence may involve learning about the cultural specifics of different countries and regions, participating in intercultural communication training, and engaging in intercultural projects and teams. It is also important to have an open mindset and be ready to learn and adapt to new cultural environments.

In general, understanding and adapting to cultural differences are important aspects of intercultural communication for a manager. Developing intercultural competence helps maintain harmony, effectiveness, and success in an intercultural work environment.

Technologies such as email, video conferencing, social media, and others play a crucial role in improving managers' communication. Research shows that the use of these technologies can enhance communication efficiency and convenience in various aspects [2].

Email is one of the primary communication tools for managers. It allows for quick and efficient exchange of information, including documents and meeting schedules. Email also provides the ability to archive and search messages for future reference.

Video conferencing has become a popular means of communication, especially for managers working remotely or with distributed teams. It enables real-time meetings and discussions utilizing video and audio communication. Video conferencing saves time and costs, while also providing more personal interaction than simple text messages.

Social media also plays a significant role in managers' communication. It offers the opportunity for quick information sharing among employees, collaborative project discussions, and real-time communication. Social media can also be utilized for supporting external relationships, engaging with customers, and studying market trends [6].

Communication between teams is also crucial for the successful functioning of an organization. Teams from different functional departments may work together on joint projects or tasks. Mutual communication helps coordinate work processes, resolve conflicts, and ensure shared responsibility for outcomes.

The importance of cross-functional communication lies in creating a conducive work environment where each department and team feels like a part of a larger group. It facilitates the

exchange of ideas, innovation, and continuous improvement. Communication between functional departments and teams establishes the foundation for collaboration and collective success within the organization.

Managing conflicts through effective communication involves employing strategies aimed at conflict resolution and improving mutual understanding. This includes actively listening to all parties, using open and clear communication, seeking compromise, utilizing mediation, and preventing conflicts through the establishment of effective communication channels and the development of an open corporate culture. These strategies help reduce tension, facilitate the development of constructive solutions, and foster positive relationships among conflict participants.

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