COMMUNICATION TECHNIQUES - A FINE "CATALYST" IN OPTIMISING ORGANISATIONAL EFFECTIVENESS AND PERFORMANCE

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Abstract:

The impact of communication techniques on organisational effectiveness and performance research has been the subject of numerous studies over the last decade in the development of communication skills of managers/leaders. In today's competitive, complex and changing global security environment, military organizations are challenged to adopt organizational models that enable them to address the uncertainties and strategic risks they face in their environments. The main thrust of this paper is that one of the ways in which military organizations can continually rejuvenate themselves to survive and succeed in these complex and uncertain environments is by understanding the role of communication in formulating a viable strategy given the current security environment that will produce a competitive and sustainable advantage that, in turn, will lead to improved military organization performance and effectiveness.

Key words: communication, control, management, performance, efficiency, effectiveness, objectives, planning, monitoring, skills, techniques.

1. Introduction

From times long past, when the concept of information, still less that of communication, had not yet appeared, we are left with countless proverbs, maxims and sayings containing admirably formulated observations, principles and guidelines of great practical value, concerning the use of the word - the central medium of communication - in the most appropriate way for the purposes sought. Here are a few examples: „*Sweet talk brings much*", „*The word cuts more like the sword*", „*It is one thing to understand a thing and another to accept it*", and „*Silence often says more than speech*".

Communication is a fundamental dimension of human existence, an essential catalyst for the evolution and development of human society. Communication as an act, a system, a code or a means underpins social organisation and development, influencing horizontal and vertical relations between people - even intervening in their innermost aspirations and knowledge of reality. It is universally accepted that the ability to formulate and convey one's thoughts in verbal terms, through articulate language, is defining for humans.

In a simplified approach, the act of communicating is a process of transmitting information and feelings (ideas, opinions, attitudes, views, etc.) from one individual to another or from one social group to another.

In Latin the term "*communication*" has circulated with the meaning „*to share something with others*". In the explanatory dictionary of the Romanian language, the word „*to communicate*" has the meaning of „*to make known, to inform, to tell*", but also „*to put oneself in contact with...*"[1]. While the first sense evokes the idea of a linear act, directed from a communicator to a receiver, the second sense signifies a much broader context that of interaction between people.

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[1] http://dexonline.ro: *Dicţionar explicativ al limbii române*, 1998.

Nowadays, communicating, informing and being informed are „natural" human traits, intrinsic to daily existence and activity, so that they are no longer consciously perceived as separate actions. We live constantly in a state of communication, constantly sharing something with others or ourselves. We have and use a multitude of forms and ways of communicating: *we communicate directly* (by word, gesture, mimicry) and *indirectly* (writing, printing, wiring, graphics, waves). We have at our fingertips an extremely wide range of modern information media: *newspapers*, *magazines*, *books*, *posters*, *films*, *telephone*, *fibre optics*, *radio* and *television*.

So, we must always bear in mind that in terms of communication techniques „*what we deliver is what we get*".

2.The communication process

The work of any manager is often confronted with one of the most difficult aspects of their job - **communication**. For the most part, communication difficulties address the differences between the content of the message or the value of the impact expected to be achieved at the level of the receiver(s) and the way it is perceived by others in the organisation.

2.1 The concept of communication. Organisational communication and managerial communication.

In a general approach, **communication** means *the exchange of messages between two or more people within an organisation to achieve objectives.* Simply put, it is the exchange of messages between a *sender* and a *receiver*.

Ovidiu Nicolescu and Ion Verboncu define communication as „*the process of transmitting information, in the form of symbolic messages, between two or more people, some as senders and others as receivers, through specific channels*"[2].

Effective communication in the organisation is an essential requirement for achieving objectives and is the foundation for the optimal performance of management functions as a means of focusing and linking efforts. It occurs and is sustained throughout the structure of the organisation and is carried out at all hierarchical levels and between them, horizontally, vertically and diagonally.

Managerial communication is thus established as an essential component of communication, due to its immediate impact on the members of the organisation, being reflected in the activities carried out at all levels and constituting the catalyst for effectiveness and performance. Viewed from the perspective of management functions, it provides the foundation for their development and implementation, the focus for sequential actions, the shaping and leveraging of correct and effective vertical and horizontal relationships between members of the organisation, the enhancement of effectiveness and the achievement of performance, and last but not least the adaptive connection of managers with the external environment.

Some experts believe that managers play different roles in their work, depending on how they communicate[3]:

- **interpersonal roles**, which are expressed in his/her relations with employees. Managers can play the role of leader, liaison person or representative figure;

- **informational roles**, which take the form of creating and developing the information network. The manager may play the role of: monitor, information disseminator or spokesperson;

- **decision-making roles**, which are manifested in the choice of the optimal option. The manager will be: entrepreneur, trouble-shooter, resource allocator or negotiator.

In order to perform these roles successfully, the manager must rely on the following communication functions:

- **the information function** - monitoring internal and external information obtained by all possible means;

- **the command and training function** - to ensure the unity and continuity of the team's actions towards the set objectives;

- **the function of influencing and persuading, guiding and advising** - controlling the information and behaviour of employees;

- **the function of integrating and maintaining information** - ensuring the effectiveness of the organisation's work.

2.2 Typology of organisational communication.

The forms of communication in organisations are extremely diverse, requiring specific criteria to be established and classified accordingly. The specialist works of authors in the field (T. Zorlenţan, R. Cândea, D. Cândea, I. O. Pânişoară, O. Nicolescu, I. Verboncu) highlight a great diversity of forms of communication, depending on the classification criteria considered in the theoretical approach to this topic. In summary, such a multi-criteria approach is presented below:

a) **according to the degree of formalisation:**

- **formal communication -** consists of all the upward and downward messages circulating through the channels of organisational relations; it can take several forms: spoken or written, direct or indirect, multilateral or bilateral. It is regarded as essential for regulating the functioning of the organisation, although the idea of „formal" gives it a connotation of extreme rigidity and induces a feeling of rejection.

- **informal communication -** is associated with rumours and gossip circulating within the organisation, caused either by a lack of information or by the circulation of distorted or truncated information. It appears as a „compensatory" reaction, trying to cover information deficits and to eliminate uncertainty, curiosity or anxiety of some people.

b) **direction-dependent:**

- **top-down communication -** usually follows hierarchical type relationships, developing from the level of managerial/leadership positions to executive levels (orders, decisions, regulations, instructions, tasks, requests for information, reports). It assumes a high probability that in the course of the flow between levels the message will be filtered, each level interpreting and adapting the information to its own needs and objectives.

- **bottom-up communication -** involves the transmission of messages from subordinates to line managers and then successively upwards (reports, requests, opinions/views, grievances). It plays a particularly important role in the efficiency of the communication process, validating the level of reception of messages sent downstream. The filtering effect affects the message downstream as well, as the intervention of psychological or cognitive factors can install blockages with negative effects on the control and functionality of the communication process.

- **horizontal (lateral) communication -** occurs between individuals or departments on the same hierarchical level, facilitating the coordination of activities aimed at common objectives, mutual information and reducing or even excluding the intervention of positions on higher hierarchical levels.

- **diagonal communication** - occurs in situations where communication through other channels between members of the organisation is not possible; it has the advantage of using informal relationships, of exploiting and maintaining a favourable working climate based on mutual respect and appreciation, and of saving time and costs.

c) **depending on the mode of transmission:**

- **written communication** - used for requesting and transmitting documents (in the form of internal memos, reports, decisions, plans, addresses/letters intended for internal or external use by the organisation). Although a slow route, it is widely used in organisations, with its

inherent authority and accountability. It raises a number of specific issues, relating to clarity, brevity, accuracy, etc.

- **verbal communication** - frequently used in the organisation, taking place through language. Can be significantly influenced by personal views, values, benchmarks to which individuals relate when sending and receiving messages. It involves both the ability to send signals and the ability to listen.
- **non-verbal communication** - made up of body signals (gestures, mimicry, body position, eye contact, etc.), used skilfully can facilitate the transmission and deciphering of messages. This type of communication usually „dresses up" the verbal form, ensuring the completion of the message being conveyed and even the emission of parallel signals.

d) depending on the mode of delivery:

- **direct mutual communication** - also known as „face-to-face communication", and is considered the most effective means of establishing a working relationship. It involves a two-dimensional development through auditory and visual channels, which allows the sender to immediately assess how the message is received. In line with feedback reactions, the sender has the possibility to repeat, reformulate the message and adapt the behaviour. This form of communication is used particularly in the case of more sensitive issues, involving the sensitivities and sensibilities of staff.
- **mutual indirect communication** - materialised by indirect means of communication, i.e. by telephone, radio, videoconference, etc. It is a fast way, involved in the situation of urgent messages, but it does not allow the training of a wide range of non-verbal messages, thus limiting the consistency of the message.
- **direct one-way communication** - used for messages that do not require a response, i.e. meetings, informal meetings.
- **indirect unilateral communication** - takes place through pre-formatted means, i.e. written documents, films, speeches, etc. which do not allow for adjustment according to the reactions of the receivers.

However, the aim of this paper is not to go through in detail the whole range of possible interpretations, but to capture as simply as possible an understandable „beam" on the functioning of the communication process, focusing on the communication relations between partners and their potential for fluidity.

Avoiding undesirable communication deadlocks and achieving adequate „success" capital in communication can be achieved by understanding this process correctly. Therefore, in relation to the selected „path" and depending on the level of completion of the specific stages of the communication process, an accessible outline of the forms that can occur within it can be represented as follows:

- **One-way communication process** - *carried out in one direction only*: from sender to receiver, does not go through feedback (the last stage of the communication process), the sender not considering it necessary to obtain and value a reaction on the message. It is considered effective in situations with limited time resources, where discussion and debate on the subject are not acceptable.

- **Two-way communication process -** *conducted in both directions*: sender-receiver and in the reverse, receiver-sender relationship. It is marked by the need for comfortable time resources, and is considered „time-consuming", which may be a disadvantage, but this form has proved to be much more suitable for achieving efficiency from an organisational communication perspective.

The optimal alternative is to seek a balance between the two forms. Members of the organisation, at different levels of the organisation (executive and even managerial), are familiar with different aspects of the organisation's environment, and the need to capitalise on this

experience requires a communication channel through which their knowledge can be passed down the hierarchy.

2.3 Essential elements of the communication process. Interdependent relationships.

In order to provide a quick, non-specialised, concise overview of the communication process, it is necessary to highlight its key features:

- at least two participants (sender and receiver), between whom a series of relationships intervene;
- the existence of a message;
- the ability of the participants to send and receive signals, encoded on the same code base, known to both of them, alternately as sender and receiver;
- the existence of a means of transmitting the message;
- the existence of communication channels;
- the existence and manifestation of communication barriers/obstacles (noise, filters, etc.);
- feed-back, the specific message by which the sender receives certain signals from the receiver in relation to the transmitted message.

THE FUNCTIONING SCHEME OF THE COMMUNICATION PROCESS:

Reverse connection (feed-back)

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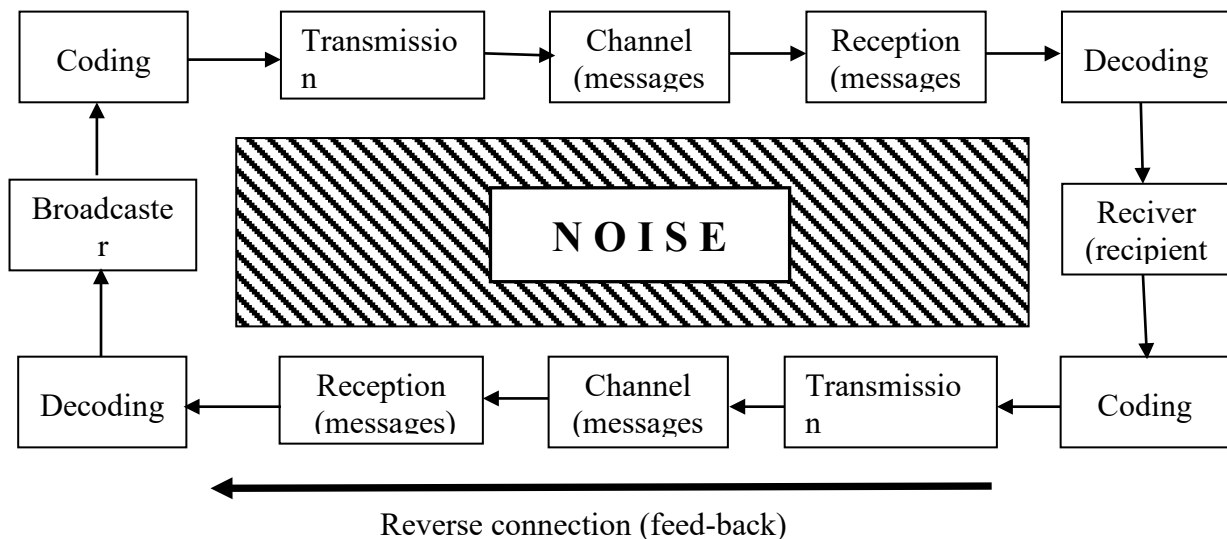
By analysing the functioning scheme of the communication process, it is possible to identify the „*interdependence relationships*"[4] that intervene between specific elements:

- „*the establishment of a reversible reaction between sender and receiver, the essence of human communication being in fact dialogue;*
- *the communication process involves the partners in the dialogue conveying the message containing the information;*
- *the manifestation in communication of "codes" independently of the partners, but aware of them;*
- *acceptance of the role of the context as a fundamental aspect, with messages being integrated into it, hence the phenomenon of context dependence and/or the need to adapt to it;*

- *the involvement of the previous experience of the sender-receiver partners in the encoding and decoding of the message;*
- *transmitter/signal/channel compatibility"*.

Therefore „*the main objective facing communication is to reduce as far as possible, until it is eliminated, the errors that may occur in each sequence during the communication process*"[5].

3.Obstacles in the communication process

Considered among the most important managerial skills, communication techniques inevitably include a component of being able to protect communication from negative influences.

In short, according to the authors of studies in the field, the most common obstacles are of the following nature:

- **personal** - each individual has a unique personality, generated by genetic inheritance, environment and experience, which gives them their own way of communicating;
- **physical** - linked to the individual's characteristics, physical condition and the environment in which communication takes place;
- **social** - relating to customs, traditions, social pattern (rural/urban), religion, social status (the message of a senior manager is considered real, correct, even if sometimes incomplete, false);
- **cultural** - concerning level of education, language and vocabulary;
- **semantic** - the occurrence of misunderstandings arising from the use of different words in different ways or different words in the same way, neologisms, jargon and strictly technical expressions;
- **cognitive** - the occurrence of internal conflicts due to information that is incompatible with the individual's value system and previous decisions;
- **psychological** - linked to the peculiarities of human behaviour: emotionality, shyness, aggressiveness and affectivity. Each individual's own perception is considered the most important barrier in interpreting the message received, because people use their own benchmarks and concepts in judging others;
- **environmental** - the context in which communication takes place;
- **managerial** - barriers are generated by both managers and subordinates. „Problems" in communication between managers and subordinates are caused by: managers' insufficient ability to transmit information and listen, subordinates' reluctance to express their opinions, unusualness in communication, mismatch between communication requirements and subordinates' possibilities, frequency of changes in the communication system;
- **organisational** - causes deficiencies in the hierarchical circuit. Informal communication, filtering (the tendency to dilute or stop a message being transmitted at a given moment) and lack of time lead to the emergence of communication channels outside the hierarchical order.

All these obstacles cause disruptions in the communication process, from the moment the message is sent until it is received.

3.1 General (common) determinants of communication barriers.
a) **Personality differences.** Each person is unique in terms of personality, training, experience, aspirations, which together or separately influence the understanding of messages.
b) **Differences in perception.** Through perception individuals select and sensory interpret stimuli and information according to their own reference points and general image of the world and life. The way we view the world is influenced by our previous experiences, so

people of different ages, nationalities, cultures, education, occupation, gender, temperament, etc. will have different perceptions and perceive situations differently.

c) **Status differences.** The position of the sender and receiver in the communication process can affect the meaning of the message. A receiver aware of the sender's lower status may disregard the sender's messages, even if they are real and correct. A high status sender is usually considered to be well and correctly informed, and his messages are interpreted as such, even if they are in fact false or incomplete.

d) **Differences in culture** between participants in communication can lead to bottlenecks when they belong to different cultural, social, religious, organisational backgrounds.

e) **Lack of knowledge.** It is difficult to communicate effectively with a person who has a different upbringing, whose knowledge of a particular topic of discussion is much less. The process in this situation requires special skills on the part of the communicator, who must be able to recognise the discrepancy between knowledge levels and adapt accordingly.

f) **Semantic problems** arising from the use of different words in different ways, or different words in the same way. Semantic problems also arise when we use jargon, slang, neologisms, strictly technical or overly pretentious words or expressions.

g) **Difficulties in expression.** The symptom is the so-called „problems in finding the words" to express our ideas, the solution is singular - enriching and practising vocabulary.

h) **Lack of interest** of the interlocutor in the message transmitted. Where this is obvious and understandable, skill must be used to direct the message so that it corresponds to the interests and needs of the recipient.

i) **Emotions** (emotionality of either the sender or the receiver). Strong emotion is responsible for almost completely blocking communication. In order to avoid this blockage it is best to stop communicating when we are affected by strong emotions. These states can make us incoherent and can completely change the meaning of the messages being conveyed. However, it should not be lost sight of the fact that sometimes the receiver may be less (moved) impressed by a person who speaks without emotion and enthusiasm, considering him/her boring.

j) **Noise.** A factor which is related to the context of communication and can be produced by: the use of installations near the sender or receiver; stray signals on the communication channels; misbehaviour of the participants in the communication (all speaking at the same time); use by the sender of an excessive number of words, even if they are correct, so that the message is lost in the background.

3.2 Main factors affecting the quality of communication.

- **Unplanned communication** - is carried out haphazardly, people speak or write without choosing the information;
- **Ambiguity of meaning of words** - use of words or expressions that can lead to confusion or perceptual deficits;
- **Impersonal communication** - occurs predominantly in written communication;
- **Existence of assumptions** - are caused by information gaps in the content of the message, where the receiver is tempted to „fill in" the gaps with information based on their own experience or view of a particular action;
- **Messages expressed clumsily by the sender** - the idea may be clear to the sender, but imprecisely formulated, incoherent;
- **Lack of attention in following the message** - people like to talk rather than listen to others, and this behaviour is not conducive to communication that requires careful listening, avoiding premature appreciation of the meaning one person is making;

- **Fear, distrust or fear** - in an environment dominated by such mental states, any message communicated may be viewed with distrust. Distrust is the result of previous behaviour by the superior. If a subordinate has reported unfavourable but true information to a superior, for which he or she has been sanctioned, then this attitude of the superior will create a climate of mistrust with unfavourable effects on the communication process.
- **Depreciation of the quality of the information** by passing it from one receiver to another - this is why the message must be repeated and presented through several channels;
- **Short period of adaptation to change** - sometimes communication has the role of producing a change in the work of employees. The change needs to be well thought out in advance, to foresee all the possible consequences, which are then known by those involved, so that they can adapt more quickly to the new changes.

4. Optimising managerial communication

Effective managerial communication, as a complex system of mutual relations that arise between members of the organisation, involves getting to know each other, confronting, reconciling and harmonising their opinions. For every manager, therefore, a key concern is to ensure open, permanent and accurate communication, resulting from the organisation's strategic thinking, which must take account of a number of conditions:
    - concise and precise wording of the message so that it is easily and fully understood;
    - rapid and unformed transmission of the message;
    - ensuring the flow and reversibility of communication;
    - use of a common language by the sender and receiver;
    - simplifying and decongesting communication channels;
    - ensuring the flexibility and adaptability of the communication system so that it can be used in any situation.

4.1 Communication and organisational effectiveness
Successful communication is human-to-human communication in an environment conducive to building trust and understanding the content of the message. Successful communication does not require sophisticated tools or technology, but rather the willingness and ability of managers to engage in human-to-human discussions.

„*The competent manager does not communicate haphazardly and at will, but according to a strategy in terms of the act of communication itself and, at the organisational level, he or she adopts certain communication strategies to support the implementation of the organisation's strategy. All these communication behaviours of managers generate the specific communication climate of the organisation. It is on this climate that the organisation's productivity and ability to change, and hence its success, depends.*"[6]

The communication climate is the general atmosphere in which organisational communication takes place. Climate influences both the communication process and its effects on individual and group performance and satisfaction. The cooperative climate is characterised by flexibility, spontaneity, respect, empathy, mutual trust, task focus. Participants are concerned with solving work problems, appreciate and respect each other, do not act on the basis of „hidden agendas". The defensive climate is generated by a lack of mutual trust between employees, suspicion, a tendency to dominate and control others, a tendency to secure by resorting to the „hidden agenda" (they say one thing and do another). Participants are more concerned with conflicts and tensions than with the work itself, they are manipulative, they block and filter information and try to gain more personal power by doing so. The communication climate depends not only on the

nature of the organisation, but also on its values and traditions, existing power groups and their relationships, management policies, the degree of rigidity of communication networks.

Work performance can be addressed at several levels: individual, group, organisational. In addition to individual variables influencing performance (skills, competences, motivation, personality traits, health status) and other organisational variables, of a technical, technological and organisational nature (equipment, work space and timetables, technologies, management, incentive systems, etc.), interpersonal and organisational communication is regarded as an important factor. Research has shown that feedback - knowing the immediate and final results of one's work - has a positive influence regardless of the source from which it comes (organisation, bosses, colleagues, the task itself). Communicating the results has an informational and motivational role: it focuses attention on the relevant aspects of the task, and directs it towards desirable and appropriate performance behaviours.

Job satisfaction is also influenced by communication: those who have access to more information are more satisfied, although they perform less well; information *deficit* and *distortion* create dissatisfaction, especially when it comes to information useful for work. Exclusion from communication creates not only dissatisfaction but also insecurity and emotional tension.

The effectiveness of group work depends on the nature of the network (formal/informal) and its structure (restrictive/flexible). Formal networks are designed to circulate the information needed to carry out the work properly and are therefore also restrictive: participants only have access to information that is essential to their work and to the collaboration involved. The more hierarchical the organisation, the greater the control of the information flow. Restrictive networks, by having well-defined information circuits and communication rules, have the advantage that they allow rapid execution (the main rationale of the managerial principle of unity of command) and leave no room for deliberation or individual interpretation. Their disadvantage is that they only allow the expressive function of communication to be realised to a limited extent and tend to generate dissatisfaction, tension, opposition, filtering and blockages.

4.2 Improving management communication

„*The close correlation between effective and efficient communication and organisational performance is due to the fact that in today's organisations, everything that is important to this performance (employee morale, job satisfaction, working relationships, ability to change, image of the organisation, exchange of correct, relevant and timely information with the operating environment, etc.) is directly or indirectly affected by the communication process.*"[7]

Some experts consider communication a vital element for the organisation. Lack of effective communication can lead to more or less severe breakdowns, which can have a negative impact on organisational effectiveness and performance.

Managers often realise the importance of communication when they are faced with its absence. This situation can be remedied by using communication techniques and developing some key communication skills. The literature abounds in describing communication techniques and methods, presenting the fundamental aspects of the manifestation of communication skills, outlining how they can be involved in everyday life, and making explicit the „substrate" of some of the signals consciously or unconsciously emitted by the sender or receiver.

For any manager, the development of communication must be a permanent concern, covering all stages and elements of the communication process.

It will result in more consistent messages, more expressive communication and more intelligible communication. Improving communication also means using methods and techniques to improve communication. Experience has shown that the main ways of improving communication are: improving oral (speaking and listening) and written (reading and writing) communication styles, improving the ability to choose the most appropriate means of communication, taking into account

the mental characteristics of communication partners in terms of gender, cultural level, language differences, etc.

Given the vastness of the subject and in keeping with the idea of simplicity in the development of the topic, I will limit myself to listing below some approaches which, once adopted, either alone or combined with other communication techniques and skills, will certainly lead to a substantial evolution of the communication process, both in terms of interpersonal relationships and in terms of the organization. Such a combination of „available" and „permissive" communication techniques and skills for experimentation could be: ***refining speaking and listening skills, questioning, building trust/credibility, feed-back, rephrasing, non-verbal communication, non-directive counselling***.

4.3 Micro-Expression Analysis - Open Challenges

Micro-expressions, the fleeting and involuntary facial expressions that frequently occur in high-stakes situations when people try to conceal or mask their true feelings, have been well-known since the 1960s, thanks to the work of Haggard and Isaacs (1966), who coined the term „micro-momentary facial expressions", and later by Ekman and Friesen (1969).

Human eyes cannot detect micro-expressions because they are too brief (1/25 to 1/2 s) and subtle. Ordinary individuals without training do just slightly better than chance on average in micro-expression recognition tests, according to a study (Ekman, 2002). As a result, computer vision and machine learning techniques for autonomous micro-expression analysis are becoming more tempting.

It was been discovered seven universal facial expressions, as following:

a. **Anger** - psychological studies have identified three causes of anger: when our desires, goals, or expectations are not met, when we feel threatened, and/or when we are using anger to mask other emotions.

b. **Contempt** indicates when a person feels smug, better than, or even a touch of condescension. Contempt is the emotion that is most often misinterpreted! People often think it is boredom or slight happiness. This could not be farther from the truth. Contempt is a simple micro-expression, but a powerful emotion.

c. **Disgust** - we're disgusted by things we think are bad, whether it's rotting food or cockroaches in the bathroom. In pre-modern civilizations, this was a great trait because it prevented people from eating poisonous food and doing things that could make them sick. Everyone has a different threshold for what triggers their disgust. The more disgust-able you are, the more judgmental you are. Using these findings, psychologist David Pizarro discovered that people's threshold for disgust directly correlates with where they stand on the political spectrum. Extreme conservatives are easily disgusted while it is challenging to gross out a fierce liberal.

d. **Fear** - according to a study by Chapman University, the top 5 fears in America are: public speaking; heights; bugs, snakes, and other animals; drowning; and blood/needles.

e. **Happiness** - we feel joy when the neurotransmitters dopamine and serotonin are released into our bloodstream. The health benefits of experiencing joy include: boosting the immune system; reducing stress; and managing pain.

f. **Sadness** is an essential emotion for human beings to embody to be able to connect to feelings and each other. It might not be pleasant, but it serves us in so many ways as it is essential for human compassion.

g. **Surprise** - neurologists have discovered that surprise stimulates the hippocampus, the part of the brain that stores and processes memories, which is why we can often remember pivotal moments from our childhoods in incredible detail. Psychologists believe that this is most likely a survival instinct that helps us to learn from new events and pass that learning on.

Body language also usually accompanies facial expressions. For example, the universal pose for confidence is displayed when a person raises their arms towards the sky and takes up as much space as possible. This is also referred to sometimes as a victory pose. Or, after many tests refers to which body language behaviours create a sense of mistrust, the researchers include: crossing one's arms, rubbing or wringing one's hands, touching the face, touching the stomach, and leaning away.

Facial expressions are amazing! They change how others perceive you and how you feel. Learning how to read facial expressions is a skill anyone can master. All it takes is practice, practice, practice!

Finally, understanding the rules of human behaviour will dramatically boost your power, effect, and revenue. You'll also boost your interpersonal intelligence, create a great first impression, and develop rapport quickly and genuinely in every setting, including negotiations, interviews, parties, and pitches. You'll never engage with anyone else the same way.

5.Conclusions

Even from an overview, it is easy to see the complexity and breadth of the communication process, with the multitude of conditions that must be simultaneously and spontaneously met in order to achieve optimal communication.

The purpose of the communication process is to lead to the realisation of an individual's intentions as a result of interaction with others. A manager can be considered a successful communicator when his or her subordinates perceive him or her as a transmitter of clear and precise information in sufficient volume to understand the purpose of the activity and its correlation with the organisation's objectives, the importance of the position to which they are assigned, and the value of the contribution of effort to the achievement of planned results. At the same time, the feeling of trust in the manager and the need for 'empathy exercises' on the manager's part should not be overlooked, so that people feel that they are being listened to and that the manager understands the message being conveyed.

The manager who is a good communicator has, and above all uses, a set of essential communication skills - he asks, answers, expresses his point of view, informs and informs himself, listens, consults, documents, understands, seeks to establish the most effective relations with subordinates, superiors and those on the same hierarchical level. The quality of the communication process facilitates awareness and understanding of the problematic issues facing the organisation and the manager's relations within the organisation, reflecting the manager's ability to motivate and lead subordinates, his or her persuasive skills, to prevent, control and resolve potential internal conflicts.

Managers must be constantly concerned with how they can influence their people to work better, with the assumption that a manager can take actions that will have an effect on the quantity and quality of employee performance. A manager may be concerned with how to get their employees to produce more, may be interested in getting them to increase the quality of their work, or in getting them to spend less time recreating and more time thinking about their work and careers.

Communication is therefore one way in which subordinates can be motivated and their behaviour and attitude influenced. Through it, the manager can ensure the unrestricted flow of information, facilitating the delivery of the right and useful information to the right place at the right time, and achieving the optimum potential for coordination and synchronisation of everyone's efforts.

Therefore, team management is an art that requires competent knowledge of how to manage different talents while bringing them together successfully. As a successful team manager, you should understand the dynamics of the team from start to finish. In this sense, a well-composed team

would be easy to manage by delegating responsibilities following the competencies of the team members.

A well-managed team should fulfil its duties, responsibilities and objectives within a specified time frame. The success of such a team depends on how professional, knowledgeable and persuasive a team manager is.

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