

Get Messi?

Garry Cook, the ex-CEO of Manchester City revealed the mistake in the new book - "The Manchester City Years" by Gary James. It was 2009 and Shiek Mansour had just taken over at the club and was finalizing his plans.

One executive made the comment along the lines of "it's all getting messy". Via the telephone and other communication lines this translated into "Get Messi" and a £30 million bid was tabled for the superstar. Barcelona rejected the bid and Manchester City bought Robinho for £32 million instead.

What other business miss-communications can you create? For example...

- one group had a the management of a pet food business in the boardroom discussing their products in terms of the Boston Matrix. The CEO announced they needed to "kill the dogs" which led the inexperienced productions manager to put poison into the dog food cans...
- a cleaning products company finance manager announcing that the acid-test ratio was too low, leading the business to add more acid to their products with terrible results....
- a tyre company owner complaining that inflation was a problem for the business, leading to the R&D department making the tires poorer quality so that they were easier to inflate.



Business Communication

- ▶ Understand what is meant by effective communication and how it can be achieved.
- ▶ Analyse the advantages and disadvantages of different communication media and explain their appropriate use.
- ▶ Understand the causes of ineffective communication and how to overcome them.
- ▶ Evaluate the application of different communication networks.



BP

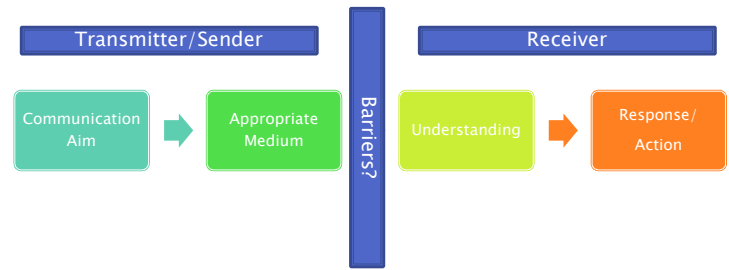
Read case study on pages 226-7

(Effective) communication – the exchange of information between people or groups, with feedback as appropriate.

Importance



Effective Communication



Communication Top Trumps

As a class, create a pack of 'top trumps' featuring the main methods of oral, written, electronic and visual communication.

Split into 4 groups and take on the four communication types (pages 229-230)

Agree on ratings between 1 and 10.



Communication Media

1. Oral – for example conversations, interviews, appraisals, meetings, briefings.
2. Written – for example letters, memos, notices, reports, meeting minutes.
3. **Electronic – for example internet, email, SMS, fax, video conferencing**
4. Visual – used to support oral, for example projectors, diagrams/charts, video, posters.



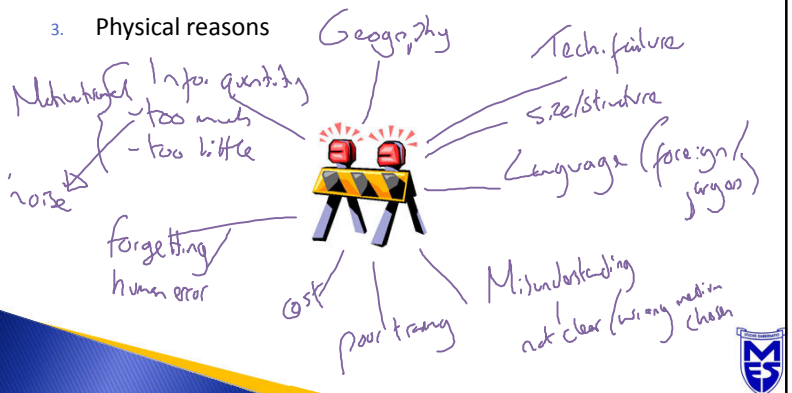
Video Conferencing
Audio/Visual/Electronic

Speed	9/10
Clearness	9/10
Cost effectiveness	1/10
Permanence	2/10
Information capacity	7/10



Barriers to Effective Communication

1. Failure in one of the stages of the communication process
2. Poor attitude of either the sender or receiver
3. Physical reasons



Reducing communication barriers

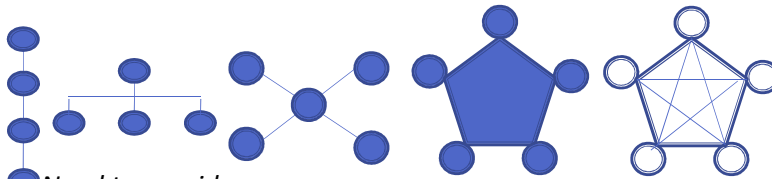
1. Ensure the message is clear and precise
2. Keep communication channels short (flat organisation structure?)
3. Train staff in the use of the appropriate channels
4. Build in feedback so issues can be raised
5. Establish trust between senders and receivers
6. Ensure physical conditions are appropriate

— time, places to meet, network access



Communication Networks

The official communication channels and routes used within an organisation



- Need to consider...
 - ▶ Speed of transmission
 - ▶ Motivation/morale
 - ▶ Need for feedback/discussion
 - ▶ Organisational structure



Points to think about

- ▶ Can you stop informal communication? How significant are its effects?
- ▶ What general strategies can businesses use to improve communication?

