

Applied Leadership and Management in the Workplace

Module Assignment Submission

Student Name:	Lynda Jones
Student Number:	2430693
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Table of Contents

Introduction	3
Heading 1	3
Subheading 1	3
Subheading 2	14
Heading 2	14
Subheading 3	14
Conclusion/ Summary / Recommendations (as applicable)	14
References	15
Appendix A – if required	16

INTRODUCTION

In today's fast-paced and highly competitive business landscape, effective communication is pivotal to an organization's success or failure. Clear communication enables teams to make informed decisions, solve problems, and execute tasks effectively. This assignment explores the diverse forms of communication, including its types, the underlying theories that explain its mechanisms, and the common barriers that hinder effective dialogue.

Communication serves as the backbone of human interaction, encompassing a wide array of processes through which individuals convey thoughts, ideas, emotions, and information. It is not merely the exchange of words; it involves a complex interplay of verbal, Non-verbal, and written forms, each playing a crucial role in fostering understanding. As Stephen Covey emphasizes in his 1989 work, "Seek first to understand, then to be understood". This principle highlights that effective communication begins with active listening.

COMMUNICATION MODELS

There are several communication models that explain the process of communication, here are some of them.

1, Shannon-Weaver Model: This model, developed by Claude Shannon and Warren Weaver, begins with the sender, who has an idea or information to convey. The sender encodes this information into a message and transmits it through a chosen channel to the receiver. However, noise can interfere with the message during Transmission, potentially altering or distorting it. The receiver then decodes the message and attempts

to understand it, completing the communication loop. Feedback from the receiver can also inform the sender of the message's clarity and effectiveness.

2 Berlo's SMCR Model

Description: The SMCR Model stands for Source, Message, Channel, and Receiver.

Source: the communicator who has a specific skill and attitude.

Message: the content, structure, and style of communication.

Channel; the medium used for communication.

Receiver: the audience receiving the message, characterized by their knowledge and attitudes.

3, Schramm's Model

Description: Schramm introduced a model of communication that emphasizes overlapping fields of experience between the sender and the receiver for effective message transmission.

Source; the sender who encodes the message.

Message; The encoded information.

Receiver: The person who decodes the message.

4, Barnlund's Transactional Model

Description: This model views communication as a continuous and dynamic process.

Simultaneous Communication:

Sends and receives messages at the same time.

Noise: Any interference that affects communication, such as physical distractions or emotional barriers.

How each model works

1, Shannon-Weaver Model Begins with the sender who has an idea or information to convey. Who encodes this idea into a message using symbols, The message is transmitted through a chosen medium, the receiver decodes the message, translating symbols back into an idea, finally, the recipient comprehends the message.

2, Berlo's SMCR Model The sender's skill, attitude, and knowledge shape how the message is created, includes not just the information but also the style, structure, like language and symbols. The medium used influences how well the message is transmitted. The receiver's communication skills and attitude affect how they interpret the message.

3. Schramm's Model The person encoding the message from their firsthand experiences and knowledge of the information or content being communicated, the experience between the source and receiver is crucial. The shared knowledge enhances understanding.

Barnlund's Transactional Model communication occurs in both directions at once. The sender becomes the receiver and vice versa. Any interference such as physical or misunderstandings, can disrupt the communication.

According to Garner (2013) effective management communication fosters clarity, builds trust, and engages teams by conveying messages in a concise and direct manner.

Verbal and written communication.

Selecting an appropriate tone, language, and level of formality in management is crucial within an organisation. Here is why it is important, along with examples.

Clarity and understanding, use clear and simple language so that the message is understood.

Example Inappropriate: we need to work together to optimise moving forward.

Appropriate: we should work together to improve our skills to deliver better results

Building relationships an appropriate tone fosters positive relationships among team members.

Example: Inappropriate: "you must follow these procedures; failure to comply will lead to consequences.

Appropriate: please make sure to follow these procedures, as they help us work together more effectively.

Encouraging engagement an inviting and positive tone can encourage team members to speak up, share ideas, and contribute.

Example: Inappropriate: "I want everyone to complete the tasks without excuses.

Appropriate: I appreciate your efforts and encourage everyone to let me know if you need help with the tasks.

Choosing the right tone, language, and level of formality in management communication is essential for clarity relationship-building, professionalism, and company culture. These elements help to create a positive work environment. Bovee and Thill,2016).

When to use formal communication.

Professional settings: meetings,presentation,official documents, this is when a formal tone is expected. Example: drafting a report, delivering a presentation to executives, or drafting a business proposal.

Communication in the workplace.

The effectiveness of communication in a charity shop improves when various methods are Intergrated. For example, using verbal communication with written follow-ups can ensure clarity and accountability.

Flexibility.

Recognizing the diverse backgrounds and communication preferences of staff and volunteers is crucial. Adapting methods based on individual needs can enhance effectiveness.

Feedback.

Establishing a system for feedback on communication methods can help identify gaps or misunderstandings, allowing the charity shop to refine its approach.

In summary, combining both verbal and written communication methods can significantly enhance the effectiveness of communication in a charity shop, fostering a more engaged and informed team while better serving the community.

Successful communication methods.

Weekly team meetings, that allow staff and volunteers to discuss upcoming events, this ensures everyone is on the same page.

Volunteers and training sessions.

New volunteers undergo sessions covering shop policies, customer care, and health and safety guidelines. Creating a welcoming environment preparing them for their roles in the shop.

Signage and information displays.

Well-placed signs throughout the shop provide guidance on pricing, promotions, and merchandise sections, this helps customers navigate the shop easily.

These strategies illustrate how effective communication can enhance the overall functioning of a charity shop, improve teamwork, and lead to better customer experience.

Poor management in a charity shop can lead to several disadvantages.

Lack of clear communication can lead to confusion and frustration among staff and volunteers, resulting in decreased motivation and negative work environment.

Miscommunication can result in mistakes, such as incorrect pricing, mismanagement of inventory, leading to inefficiency.

If volunteers or staff feel disconnected or unsupported due to poor communication, they may be more likely to leave the organization and requiring additional training for new recruits. If staff are not informed about events or fund-raising opportunities the charity may miss valuable chances to engage with the community and raise funds.

Intrinsic and Extrinsic motivation.

Intrinsic and extrinsic motivation are two distinct types of motivation. Here is an explanation of each, along with examples.

Intrinsic motivation refers to engaging in activities for their own sake. Driven by internal rewards. People are motivated by personal satisfaction, enjoyment, or a sense of purpose. Thomas (2009).

Examples

Volunteering in a charity shop; A person might volunteer because they love helping others and feel fulfilled by contributing to the community. The joy and sense of accomplishment that comes from the act of giving.

Learning a new skill: someone may learn to play a guitar simply because they find joy in making music, not because they expect to perform for an audience or earn money.

Extrinsic motivation involves engaging in activities to earn external rewards or avoid negative outcomes. This type of motivation is influenced by external factors like money, recognition, or praise.

Examples

Working in a charity shop for a salary; A person might work in a charity shop primarily for the paycheck. Their motivation comes from the financial reward rather than the enjoyment of the work itself.

Competing in sports for trophies: An athlete may train rigorously to win competitions and receive medals or accolades, motivated by recognition from peers and external rewards, rather than a pure love for the sport.

According to Dweck (2006), Adopting a growth mindset can lead to greater success and happiness.

Theories of motivation.

Maslow's Hierarchy of needs is a well-known theory of motivation that outlines how human needs are structured. It is often depicted as a pyramid with five levels, where lower-level needs must be satisfied before individuals can address higher-level needs.

Physiological needs: Basic survival needs such as water, shelter, clothing, and sleep, until these needs are met individuals cannot focus on higher-level needs.

Safety needs: people seek safety and security. Including physical safety, health, financial security, and protection from harm.

Love and Belongingness Needs: love, friendship, and a sense of belonging within the community.

Esteem needs: Feelings of accomplishment, recognition, and respect. Self-esteem (internal) and esteem from others (external) are important for personal growth.

Self-Actualization needs: the desire to reach your full potential and pursue personal growth and experiences. Including creativity, problem-solving, and personal goals.

Maslow's theory is a relevant framework for understanding the needs of human motivation.

McClelland's theory of needs, Need for achievement: this need focuses on the desire for personal accomplishment and mastery. Individuals with a high need for achievement seek challenging goals, prefer tasks where their efforts can be measured, they are motivated by success and the pursuit of excellence.

Need for affiliation. This need emphasizes the importance of forming social connections and relationships, acceptance, belongings, and harmonious interactions.

Need for power. The desire for influence, control, or have an impact on others.

Individuals with a high need for power seek positions of authority or want to lead.

McClelland's theory of needs can be a valuable tool in improving team dynamics, enhancing motivation, and achieving goals.

Herzberg theory of needs. Herzberg two factor theory, also known as the Motivation-Hygiene theory/ It explains how several factors in the workplace affect motivation and job satisfaction. The theory categorizes job factors into two groups: motivators and hygiene factors.

Motivators; Achievement in completing challenging tasks. Recognition for one's contribution and efforts. Work itself Engaging and meaningful work that utilizes an

employee's skills and talents. Responsibility to take on new challenges and be accountable for outcomes.

Advancement, for professional growth and career progression.

Personal growth, Developing skills and abilities, and personal goals with professional actions.

McGregor's theory X and theory Y explores different assumptions about human behaviour in the workplace and how they influence management style and organizational culture.

Theory X represents pessimistic view of employee motivation and behaviour. managers who subscribe to theory x tends to adopt a controlling and directive style relying on strict rules and supervision.

assumptions include

Key

Inherently

lazy; employees dislike work and will avoid if possible.

Need for direction; they require close supervision and clear instructions to perform tasks.

Avoid responsibility; employees prefer to be directed rather than take responsibility for their own work.

Motivation by Extrinsic factors; they are motivated by money compensation, job security, and other external factors.

Theory Y. offers a more optimistic view of employees.

Key assumptions include

Inherent motivation; employees enjoy work and find it fulfilling when they are involved in meaningful tasks.

Self- direction; they can be self-motivated and can manage their own work when given the opportunity.

Desire for responsibility; employees are willing to take on responsibility and are eager to take on new goals.

Intrinsic motivation; Factors like personal growth, recognition, and opportunities for creativity motivate them.

Performance in a charity shop workplace can be influenced by a variety of factors.

Motivated staff are more likely to perform well. Factors like personal commitment to the charity's mission, recognition, and job satisfaction. Adequate training ensures that employees understand their roles, responsibilities, and the best practices for handling donations, customer service, and merchandise.

Conflict in a charity shop amongst staff can arise from several factors, and managing these conflicts is essential for maintaining a positive working environment and ensuring the shop's success.

Communication issues can lead to frustration and disagreements amongst staff. Some staff might have different approaches to work tasks, such as differing levels of initiative, attention to detail, or responsibility. Personality clashes can create tension leading to conflicts. Charity shops usually rely on passionate volunteers, who may feel overwhelmed by their commitments, leading to irritability and conflicts.

Managing conflicts effectively can enhance teamwork and create a more productive environment, ultimately benefiting the charity's mission.

Appropriate criteria to communicate effectively.

Clarity. Are my messages clear and easy to understand? Do I avoid unnecessary jargon or filler words? Am I responsive to the input and feedback from others? Do I engage and encourage participation? Are my body language and facial expressions supportive of my message? Do I express my ideas confidently? Do I consider the feelings and perspectives of others in my communication?

Communication questionnaire

Instructions: Rate each statement based on your experience using the following scale;

1-Strongly disagree. 2-Disagree. 3-Neutral. 4-Agree. 5-Strongly agree.

1. I can express my thoughts clearly and concisely. 1 2 3 4 5
2. I actively listen to others during conversations. 1 2 3 4 5
3. I can adapt my communication style based on my audience. 1 2 3 4 5
4. I use appropriate body language and eye contact when speaking. 1 2 3 4 5
5. I can handle conflicts and disagreements effectively. 1 2 3 4 5
6. I provide constructive feedback to others. 1 2 3 4 5
7. I feel confident speaking in public. 1 2 3 4 5
8. I enjoy collaborating and sharing ideas with others. 1 2 3 4 5
9. I follow up to ensure mutual understandings after conversations. 1 2 3 4 5
10. I ask feedback on my communication skills from others. 1 2 3 4 5

Constructive feedback

1. I was given a 4 on this question. I should keep practicing in group discussions.
2. 5 I can listen and communicate effectively
3. A 5 for this question, I can adapt quite easily to my audience.
4. 4 I can keep good eye contact but body language needs improving.
5. 5 I can talk about the conflict in a calm voice and feel safe expressing their feelings
6. 5 I encourage regular feedback
7. 4 I need to improve my confidence.
8. 5 I always share my ideas and enjoy helping others.
9. 5 this is crucial in a workplace.
10. 4 my communication skills need improving.

Reflection

Here is a brief reflection on its key aspects

Clarity: clear communication reduces misunderstandings and ensures everyone is on the same page regarding goals and expectations.

Transparency: Open communication fosters trust. When management shares information regularly and honestly, it encourages team members to feel valued and engaged.

Feedback: Two-way communication is essential. Managers should seek feedback and be receptive to ideas from their team. This helps in promoting a collaborative environment.

Adaptability: Different situations may require different communication styles. Effective management communication is adaptable, considering the audience and the context.

Technology: modern tools can enhance communication efficiency. Platforms like emails, instant messaging, and video calls can bridge the gaps in a diverse workforce.

Cultural sensitivity: In global teams, understanding cultural differences in communication styles is important to avoid misinterpretations and promote inclusivity.

Motivation: Effective communication can inspire and motivate employees. Recognizing achievements and setting clear paths for professional growth through communication can enhance morale

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Subheading 2

Heading 2

Subheading 3

Conclusion/ Summary / Recommendations (as applicable)

References

Appendix A – if required

