

COMMUNICATION SKILLS AND THE REALIZATION OF THE MANAGEMENT PROCESS

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Abstract: The successful managerial communication is one of the most widely spread and complex problems of social organizations. It also determines the effectiveness of the management process. The managerial skills are of key importance for the positive communication and successful realization of management activities. These skills are instrumental for the development and improvement of the new social and economic relationships in our society, which functions under the conditions of the increasingly globalizing 21st century economy.

Key words: managerial skills, managerial communication, managerial relationships, management process, behavior.

JEL: A13, Z13.

The skill of successful communication is an extremely complex task, which depends on a number of factors such as knowledge and prior training in the field; an adequate approach that combines individual needs and organizational goals; style, which will create favorable organizational climate; a natural ability for making decisions and a psychological attitude towards effective communication, which includes understanding, mutual respect and fair treatment of people.

The purpose of this article is to present a model, developed by the author, and a methodological sequence for applying managerial skills.

This article supports the **thesis** that the managerial skills, permitting effective communication, are not sufficiently cultivated. In addition, there is

not thorough discussion on this topic, which, according to us, is pertinent and important for the successful realization of the management process in the small business systems.

I.

Generally, research literature classifies managerial skills into conceptual, diagnostic, human, technical and basic skills.¹ The skills, related to the ability of managers to deal with the overall management process by distributing, coordinating and controlling goals, interests and resources, are *the conceptual skills*. The ability to foresee the force and direction of the environment factors' impact comprises the *diagnostic skills* of managers.

Human skills are the skills that allow managers to work with people (individually and in teams). These skills involve selection, motivation, understanding, leadership, conflict resolution and control. *The technical skills* are related to specific knowledge, capabilities, instruments and technologies permitting the completion of particular tasks. *The basic skills* encompass the general and professional culture, communication and ethics.

After summarizing the research findings on this topic, it can be concluded that there is another similar classification, which puts an emphasis on the following managerial skills: *content knowledge and skills* that are needed for the performance of specific activities; *human knowledge and skills* such as communication and the resolving of different types of conflicts; *conceptual knowledge and skills* that permit managers to make the right strategic decisions; *diagnostic and analysis skills* that facilitate the process of analyzing problems and finding different solutions; and *knowledge and skills for exerting managerial influence* that involve awareness of functions, principles, methods and various management techniques.

The need for acquiring and applying managerial skills encompasses every stage of the management process.

¹ See Panayotov, D. et al. Savremenni aspekti na management, C., 1992, p. 247.

II.

For the purposes of this article, we will discuss in details **the human and basic skills**. We view them not only as skills that managers require but also as personality traits that must be possessed by employees so that both parties can achieve effective managerial communication and sustainable management process. The classification, which we offer, puts an emphasis on the following main aspects:

- personality traits;
- managerial skills.

The managers' efforts to combine the positive personality traits and the developed skills, based on knowledge and experience, facilitate the alignment of individual attitudes, values and professional priorities with the organization's goals and values.

The main managerial skills, which determine the success of the managerial communication and the sustainability of the management process, could be discussed from a subjective and objective point of view and could be outlined as follows:

Subjective aspects, depending entirely on the individual and resulting from inherited traits, upbringing, the social environment and the desire for self – improvement:

1. personality traits:

- developed sense of responsibility, conscientiousness;
- display of good manners;
- appropriate and sustainably developed values, beliefs and attitudes;
- communication culture;
- tolerance;
- ethical conduct;
- positive emotionality;
- benevolence;
- tolerance;
- empathy;
- fair treatment of people;
- attitude to maintaining good relations.

In order to achieve sustainability of the management process, it is necessary to create a climate of cooperation and desire to resolve conflicts. It is also important to develop beliefs based on ethical behaviors and positive attitudes towards collective relationships. The alignment of the individual's value system with the organization's values is of crucial importance for the sustainability of the management process: "People differ in their values but they are a part of the organization which integrates common organizational values²." The harmonization of the individual and the organizational values is a priority of the organization's management.

Objective aspects, determined by external influences, which make it necessary and imperative for the individual to acquire:

2. managerial skills:

- ***the skill and attitude that involve discovering problems associated with ethical relationships and interpersonal communication;***

The skill of discovering problems is of key importance when a particular person could do harm to a colleague with their behavior, when an employee deviates from the generally accepted organizational values and goals or when there is a considerable discrepancy between interests on the individual – organization level , etc.

- ***the skill of analyzing problems, different situations and being aware of the possible consequences and alternatives based on sound knowledge, which can facilitate making decisions about certain behaviors;***

Knowledge can be viewed as a prerequisite for effective communication and prevention of possible problems.

Individuals realize that they are facing interpersonal problems if they possess the necessary self-awareness, development, experience and knowledge. The management approach should be based on knowledge and should also allow managers and their subordinates to find common ground in their efforts to achieve the organization's goals. Therefore: "The

² **Ilieva**, Sn. Tsennosti i trudova motivatsiya, S., UI "Sv. Kliment Ohridski", 2009, p. 71.

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study of problems as characteristic features of the knowledge process requires an interdisciplinary approach. In the definition, experience and analyses of problems there are not only logical but also psychological elements³. Interrelating knowledge with communication is a prerequisite for the effectiveness of the management process⁴.

- ***the skill of making adequate judgements based on knowledge and experience;***

Individuals consciously choose how to behave and these choices are based on clear *judgements* about the alternatives and consequences of their behaviors. Individuals are also aware of their *intentions* about possible future actions.

- ***the skill of predicting and preventing interpersonal problems, ineffective communication and instabilities in the management process;***

The manager's skill to predict and prevent problem situations, ethical dilemmas, interpersonal disagreements and communication problems requires experience, natural ability, intuition, psychological predisposition, adequate judgement, emotional intelligence, understanding, knowledge, etc. that make this skill extremely valuable to possess and difficult to acquire.

- ***the skill of making the right decisions and implementing them in a manner that is most appropriate for everyone.***

The decision-making skill depends on a number of individual factors (experience, age, length of work experience, etc.) and organizational factors (management style, approach, organizational culture and climate, incentives and punishments, ethical codes of behavior, etc.). Taking important decisions is connected to changes in peoples' behavior, their ability to make sound judgements and use acquired experience. This

³ **Varbanov**, Iv. Logicheski i metodologicheski aspekti na upravlenieto. Al "Tsenov" – Svishtov. Biblioteka "Stopanski svyat", issue 114, p. 42.

⁴ See **Ivanov**, St., Ivanov, M. Profesionalna etika i turisticheskoto povedenie. S., ForKom, 2011, p.19.; Angelov, An. Organizatsionno povedenie. S., Trakiya – M, 2002, p.18.

skill is also related to adopting new models and approaches to managerial communication.

In the management of organizations, the coordination of activities in a new manner is an extremely responsible task⁵. Manager should be able to persuade people and unite them to work together so that they can achieve common goals. Managers should do this by treating employees fairly and taking adequate decisions. When imposing requirements and assigning tasks, managers should be aware of the fact that it is the employees who determine the ultimate results.

- ***the skill of motivating employees to have responsible behavior and show tolerance in their relations.***

Motivation has been a subject of thorough studies by both the theory and practice of management. Motivation encompasses various components such as needs, attitudes, assessments, satisfaction, etc., which influence the behavior of individuals in many ways. In this article, we put an emphasis on **the motivation for positive communication** and the individuals' behavior, which is based on their value system and determines their choices. This motivation emerges as a symbiosis of the moral values and judgements of individuals and regulates their behavior.

With reference to effective managerial communication and management, *motivation* is perceived mainly as:

- *positive relationship between the manager and their staff;*
- *encouragement and deployment of personal and group potential;*
- *actuation of individual and team skills.*

Scientists hold the opinion that motivation is of instrumental importance for the effectiveness of the management process⁶.

- ***The skill of choosing a behavior which reflects the value system of the manager's personality and the organization's interests;***

⁵ See **Dochev**, D., Petkov, Y. Teoriya za vzimane na resheniya. Nauka i ikonomika. IU – Varna, 2010, p.11.

⁶ See **Todorova**, G. Evrointegratsiyata i choveshkiyat resurs v Bulgaria. XIV-ta Natsionalna konferentsia, S., 2005, p.7.

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Managers have a leading role in the timely and effective conflict resolving and problem solving in organizations. Managers are also instrumental in the establishment of good organizational climate. *When their managerial skills are combined with their positive personality traits and skills, managers could win the trust and respect of their employees and become leaders.*

The consistency in acquiring and implementing managerial skills is of key importance for the positive behavior, harmonious managerial communication and integration of different value systems. This can be presented as conclusions and recommendations:

Managers should gain knowledge and experience. They should acquire the skill of understanding the personality traits of every individual they manage. Over the time, managers should also develop the ability to discover, become aware of and admit existing problems. In addition, managers should be able to make judgements, decisions and demonstrate adequate behavior. The interaction of internal factors (beliefs, value system, self – awareness), external factors (economic conditions, resources, competitiveness, institutions), individual characteristics (gender, age, experience, work experience) and organizational factors (management style and approach, organizational culture and climate) shapes the managerial skills, which are determined by us as the most important ones. This interaction also provides an assessment of individual behaviors. In order to change or preserve their chosen pattern of behavior, it is very important for individuals to exercise self – control.

The outlined considerations and conclusions can be presented visually as a model for combining personality traits with managerial skills (see Diagram 1).

The model implies and focuses on the main skills and aspects of the management process. It also provides insights into finding ways for affecting effectively the communication and behaviors in organizations.

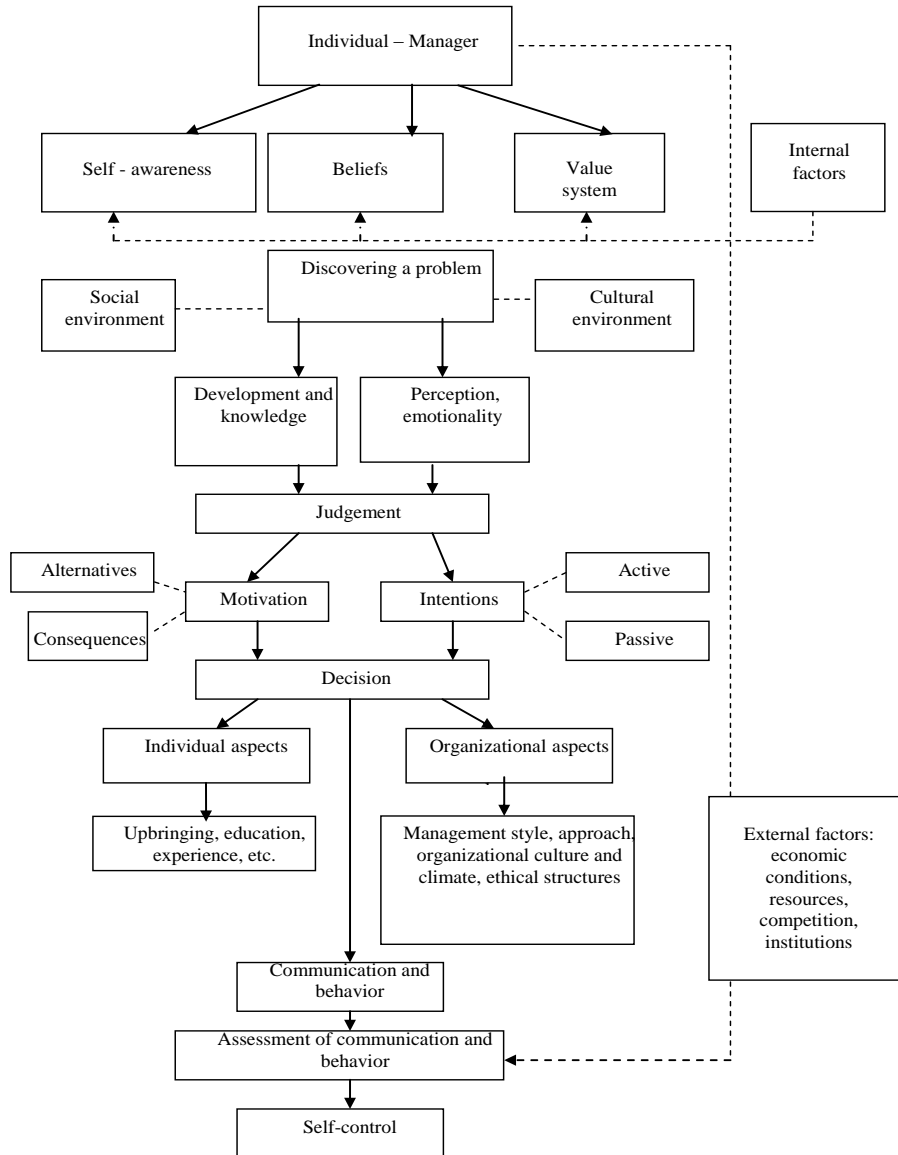


Diagram 1. A model for combining personality traits with managerial skills

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To apply the outlined theoretical reflections and recommendations, we offer practical advice for the realization of the management activities.

The methodological sequence of applying the management skills and achieving effective communication management could be summarized in the following basic steps:

- *Step 1: recognition and attitude to detecting problems;*
- *Step 2: analysis of problems and situations as well as awareness of possible alternatives and consequences based on solid knowledge which can facilitate the making of decision about particular behaviors;*
- *Step 3: adequate judgement based on knowledge, competences and experience;*
- *Step 4: prediction and prevention of interpersonal problems, ineffective communication and instabilities in the management process;*
- *Step 5: making the right decisions and implementing them in the manner that is most appropriate for all interested parties;*
- *Step 6: motivation of employees for responsible behavior and tolerance in relations;*
- *Step 7: choosing a behavior that reflects the manager's value system and the organization's interests.*

The outlined main managerial skills are mutually related. However, every one of them represents a particular stage and a step in the behavior of individuals and the success on one level does not mean success on the other levels. Managers should combine successfully all steps in order to achieve effective communication and positive behavior because even though people could be conscientious, aware of problems and make adequate judgements they could not take any particular measures. This refers to the development of individuals on a personal and managerial level and implies experience, training and motivation.

* * *

In conclusion, we can add that it is necessary to transform the good intentions and decisions into useful actions in order to achieve effective managerial communication. This contributes to the understanding of the made decision on the personal level. It also creates possibilities for influencing the positive thinking and behaviors on the organizational level, which in turn leads to achieving consensus and harmony in the realization of the management process.

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