

Managerial communication interview

Profession, Manager



RUNNING HEAD: Managerial Communication Interview Managerial

Communication Interview Marie Barrese Dr. Bonnie Adams COM/350 I spoke with the manager of my unit. She is faced with some difficult personalities in the three areas of the unit. She identified the major communication breakdowns in this unit as leadership. She has taken various steps to deal with the situations but the staff resistsher influence.

The people who have been there for a long time are the biggest at resisting her changes.

The most recent change she is trying to initiate is changing the unit to a mother/baby unit. This means the nurses take care of the mothers and infants. There is a great deal of resistance between the nursery and labor and delivery. She is in the middle of negotiations with the union about this change and she said it is coming soon. There has not been a model of how this will work presented to the nurses and they are angry about not being involved in the decision.

Organizational leadership identified the following themes: Having a vision is an integral part of leadership;

Communicating the vision is critical to making it a reality Vision can have an empowering effect on organizational members; Leaders may have to create an organizational culture that supports the vision Leaders will not be able to implement their vision without their followers' trust. This leader seems to have a vision that she wishes to carry out. She has not really communicated the vision she has to the staff adequately. She needs to develop trust in the staff for this change to work.

Kelly, 2000) Current research rejects the view of vision as something that is conceived of by one individual, and complied with by the remaining organizational members. The conceptualization of vision is very consistent with an emphasis on the receiver and building a shared context to improve communication. Both the content of the vision itself and the process of communicating the vision to organizational members play a role in building a shared context. The content of the vision expresses and clarifies central organizational values. In this way it differentiates the organizational from all other organizations.

The process of communicating the vision contributes to building a shared context in two ways.

First, the communication and expression of the vision increases awareness of what is expected of organizational members and focus energy on performance designed to meet those expectations or goals. By focusing energy, providing direction, vision raises self-confidence and arouses motivation. Second, the process of communicating and expressing vision builds commitment and encourages people to transcend self-interest; it acts to incorporate the various elements and views in the organization creating a sense of unity and belonging.

Typically the leadership literature has viewed vision as integral to transformational leadership or successful organizational change. That vision is not just important for communicating the “ grand strategy” or the “ revolutionary organizational change”. But for everyday context building in

organizations, and thus should be viewed as an additional way to improve organizational communication.

(Kelly, 2000) It is important for the manager to explain her vision for the unit and set up procedures and policies that the staff can follow.

Showing the staff how this will work will encourage the sharing of the vision and breakdown the walls to opposition. Including staff members in the discussion and development of the policies is important to the development of the new standards. The fundamental paradox: This concept contributes to two levels; one is that of the organization. It is the organization that is considered as a place where a large group of people work together to cooperate for the good of the company.

All organizations deal with a fundamental tension that keeps the sense of communication open.

The needs of the organization were control and coordination. We give up a sense of independence and replace it with interdependence. The organization must find a way to meet their members' individual needs and persuade them to act in ways that meet the organizations' needs. Strategies of organizing; there are various ways of running an organization. The company runs its departments in similar ways.

They need to attract the employee's visions of the manager and develop them into similar views.

There needs to be a method of incorporating the views of the management to improve the communication between management and staff. (Conrad, Scott Poole, 2005) In order for the staff in this unit to meet the expectations of the management there needs to be open communication between the two elements of the organization. The fundamental strategies are to meet the expectations of the management and the employees. There needs to be an understanding between the two sectors.

The manager cannot just put in place a plan without meeting a great deal of resistance.

The strategies of communicating need to be having frequent meetings and taking in the staff position and concerns. The management needs to also share their concerns and projections for the changes. In this case the manager must also plead her case to the union to see that it is a fair decision. The employees should be considered in the formation of the new policies and procedures. Questions that arise must be addressed.

There needs to be an answer of what to do with the admission nursery and the level II nursery staffing. There cannot be just two people assigned for these areas for it to work.

The state rules that the staff can have a set of four couplets. This means four mothers and four babies.

There must be consideration for mothers without babies and those who have not delivered yet. The largest concern is staffing needs; the amount of staff at present would not meet the requirements. The hospital has been under a

hiring freeze for a while. There needs to be consideration for hiring more staff to function in this unit. The staff needs to be included in the decision of how much staff is needed for this to work since there will be special areas of concern.

The way to advertise the unit to the public should include the staff. They can add their opinions to the process. The manager will have the final say, but she needs to take into account all comments made by the people who will be functioning in the capacity of staffing this unit. References Charles Conrad Marshall Scott Poole. (2005).

Strategic Organizational Communication. Wadsworth. Dawn Kelly (2000).
Using vision to improve organizational communication.

Leadership and Organization Development Journal. (21)2