


# MANAGERIAL COMMUNICATION

**A FINGER  
ON THE PULSE**

THIRD EDITION



**Paul R. Timm**  
**Kristen Bell DeTienne**

T H I R D   E D I T I O N

# MANAGERIAL COMMUNICATION

A FINGER ON THE PULSE

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*Brigham Young University*



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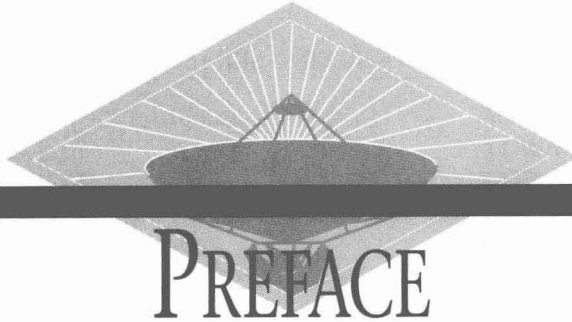
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Managers communicate. Communication breathes life into planning, organizing, motivating, and controlling. Communication is the way we accomplish meaningful work by coordinating the efforts of individuals and groups. Communication consumes 90 percent of a manager's workday. Yet most college programs leading to degrees in management and much organization-sponsored management training fail to develop adequately the basic communication skills managers need. In this book we bridge the gap between what has been taught and what should be taught.

Now, over a decade after the first edition of this book was published, we are more convinced than ever of the crucial role of communication in the management process. A growing body of research shows the crucial role of managerial communication. For example, in 1993 Mary Young and James Post studied how America's best companies reconcile a compelling need for organizational change with an equally compelling need, on the part of employees, for security. These researchers found a clear answer: "Effective managers strategically use communication to manage tough organizational changes." It is imperative that we teach managers how to use communication strategically.

### THE THIRD EDITION

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In the following 16 chapters, we will look at important ideas about managerial communication. Many of these concepts are not systematically studied in academic programs designed to train people for administrative management responsibilities. Some areas are covered in the traditional curriculum, albeit from a business communication (e.g., letters and report writing) perspective. Many of these chapters will probably be new to you unless you've had extensive interdisciplinary training. A few chapters may serve as concise reviews of material you've already covered. The following chart indicates where the themes in this book tend to be covered in the traditional university curriculum.

## COMBINING SKILLS AND STRATEGIES

<i>Themes of Third Edition</i>	<i>Business Curriculum Coverage</i>	<i>Other Disciplines' Coverage</i>
<ul style="list-style-type: none"> <li>• Definition of communication and its role in management</li> <li>• Personal communication style</li> </ul>	<p>Discussion of communication role in organizational behavior courses</p> <p>Seldom covered</p>	<p>Communication theory offered through speech curriculum</p> <p>Sometimes covered in speech communication curriculum under "interpersonal," "nonverbal," or "general semantics" courses</p>
<ul style="list-style-type: none"> <li>• Communication media and tools</li> </ul>	<p>May be covered briefly in business communications courses</p>	<p>Studied in journalism and advertising programs but seldom applied to internal organizational processes</p>
<ul style="list-style-type: none"> <li>• Communication climate</li> <li>• Communication process and flow within organizations</li> </ul>	<p>Not systematically covered</p> <p>Sometimes covered in information systems courses but seldom applied to human interactions</p>	<p>Seldom covered in other disciplines</p> <p>Seldom covered in other disciplines</p>
<ul style="list-style-type: none"> <li>• One-with-one communication skills (interviewing, instruction giving, conversation, etc.)</li> </ul>	<p>Seldom specifically covered except for employment interviewing (for the job applicant) in business communication courses</p>	<p>Studied in interpersonal communication course but not focused on employer-employee situations; covered in some psychology courses</p>
<ul style="list-style-type: none"> <li>• Interactional communication: meeting and conference skills</li> </ul>	<p>Some coverage in organizational behavior; also discussed in preparation for case analysis activities</p>	<p>A popular area of study in speech communication but seldom concentrates on managerial problems</p>
<ul style="list-style-type: none"> <li>• Speaking before groups, briefings, and presentations</li> </ul>	<p>May be covered briefly in business communication course; usually considered secondary to written skills training</p>	<p>A popular area of study in speech communication although emphasis tends to be more toward public speaking</p>
<ul style="list-style-type: none"> <li>• Listening</li> </ul>	<p>Seldom covered</p>	<p>Sometimes available in speech communication or psychology curriculum</p>

<i>Themes of Third Edition</i>	<i>Business Curriculum Coverage</i>	<i>Other Disciplines' Coverage</i>
• Business letters and memos	Normally covered in business communication courses	Seldom covered in other disciplines
• Business report writing	Normally covered in business communication courses	Occasionally covered in English courses
• Diagnosing communication problems	Not covered	Not covered

## PRACTICAL STRUCTURE

This book cuts through the maze of traditional academic structure and brings together the communication skills that we all need as managers. And we are all managers. You need not necessarily work in an office or supervise a group of assembly line workers. You are (or will soon be) involved in the process of getting productive work done *with and through the efforts of other individuals and groups*. A homemaker is a manager when he gets the children to help wash dishes; a basketball coach is a manager when she develops teamwork among her players; and the vice-president of a college fraternity is a manager when he leads his brothers in pulling off a successful rush program. We are, of course, using the term *management* in a broad sense, essentially synonymous with *leadership*.

If you find that you fit this definition of a manager, then this book is for you. Its focus is on practical ideas and their immediate application to your leadership functions. We're willing to bet that you'll find some new ways of behaving that will have a real impact on your communication skills and managerial effectiveness. All of this presupposes that you are willing to change the way you do things if you can be shown a better way. We'll show you better ways, but you'll need to try on some new behaviors—some different ways of doing things. We only ask that you read with an open mind.



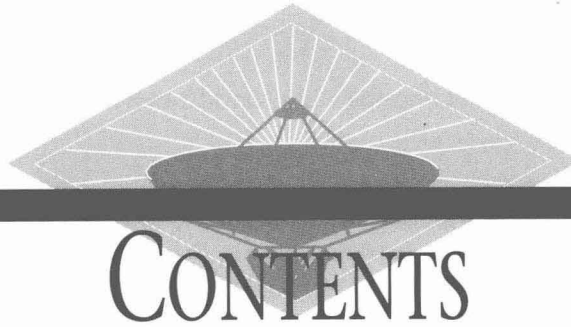
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PART ONE



# MANAGERIAL COMMUNICATION AND YOU



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