

## The role of a manager's interpersonal and communication skills

### Introduction

This report is based on role play in a small business, Just the Ticket Limited. I am the Senior Sales Executive. I thought the role play activities in class to demonstrate the role of manager's interpersonal and communication skills, and exploring how management activity can raise performance of the organisation.

### The company background

This is a company of small group booking tickets for the major event. They comprise around 14 employees in a hierarchical organisation. Now they organise a complete 'night to remember' for the customers, including VIP transport, dining and hotel accommodation if needed. The customers are usually high earning professionals who haven't time to organise by themselves. So, they aren't concerned by the cost.

### The company performance so far this year

The business cannot meet sales, profit and customer service targets. Performances have been declined in all areas of the business. Morale and motivation is low, number of key staff may leave, and because a new office with a good view will open near us. I am in the sales and marketing department, so I mainly look at the sales performance area. And we need to set some SMART target to ensure the business gets back on track. In October the sales down 20% compared with last year. The total costs of the business were going up 30% of last year. It may not be possible to pay the bonus this year. And the main problem is disagreement with the

advertising agency, a planned marketing campaign for September 2005 was delayed and affected October sales. And in our team, the sales team failed to meet the target in all areas. Outgoing sales calls and offers to regular customers were down 20% and the conversion rate of enquiries to bookings fell from the average rate of 40% to 25%.

### My role

I am the senior sales executive in JTL. I feel bored with the job and want to move to marketing to be a new challenge. I have £32,000 salary and up to 50% bonus. In the class I discuss with our sales and marketing manager about wanting to move to a marketing job, and get the agreement of the marketing assistant (Liam). But at the end I cancel the idea to move, because I don't want the salary to move down to £24,000. I also discuss with sales executive (Rupe) about how the management activities can raise the performance of JTL. I list some points that can raise the performance:

- Do more training to the staff
- Do more research
- Give the bonus/ reward to the staff if they meet the target
- Cut reward if they do badly, down the sales team performance or can't meet the target

I also set some SMART targets as the draft of JTL improvement plan.

"Increase number of sales cases 20 for a week" - to increase the sales

"Give 5% bonus of their wages to the staff who does the highest sales cases in each month" - to motivate staff in sales department to work harder.

"Carry 2 more marketing campaigns in each month" - to increase the sales

### My interpersonal and communication skill

Thought the role play in the class, I got the feedback of my interpersonal and communication skill. After I get the recommendations, I need to improve some area below:

- In verbal skill- I am not good at control my tone of voice in the discussion. Because I feel tense when I speak to other of my English not good enough. That make me can't use the vary tone, pace and loudness to stand out the main point when I speaking.
- In non-verbal skill- In my body language, I haven't got the eye contact and haven't smiling in the conversion with sales and marketing manager. Because I have do enough preparation and my language skill is not well, make me feel tense in the conversation. I haven't looked at the person me speaking to and even smiling.

#### Improvement

1) In the tone of voice, if I have varied in the tone, pace and loudness can stand out the main point of my speech. That makes people easier to understand and got interest to listen my speech. In my problem, because my English isn't good enough and make me tense, I should stay clam at first, and may be do more preparation before I speak. And try to exercise to speaking with tone, pace and loudness at home. So my SMART objectives for improve my verbal skill are:

"Spend 15 minutes more in preparation in each time before the speech"- if I do more preparation, I can stay more clam than before. That let me can speak more clearly and can control the voice.

"Read articles in newspaper with vary of tone for 30 minutes at home twice a week." -it is for improve my speaking skill. After practices, that may let

can speak more smooth, clear and with vary of tone. This also improves my English language.

2) In the non-verbal skill, I haven't look at people and smiling when I was talking. That is because I am tense; I just look down when I was talking. It may let people feel I am not respecting and not honest if not look at them when I talked. Not smiled may make people feel I am angry or defensive. I should stay clam and do more preparation before I start talking. I should look at the person with smile when I am talking. So I set some SMART target let me achieve:

"Spend 15 minutes more in preparation in each time before the speech" - as above said, if I do more preparation, I can stay more clam and relax than before. So I can make the eye contact with other and smile.

"Start from now, make eye contact with people every time I talk, speaks even chat to others"- this will let make eye contact and smile when I talk become a habit. Then I do that without thinking every time when I speak.

### Evaluation report of how management functions met thought use of interpersonal and communication skill

There are some key management functions, such as: employee motivation, management of resource, performance monitoring and reward and leadership. Those above can be met though use of interpersonal and communication skill. That is the skill of managers must be known. Because having explored the roles of management is important to look at the staffs' capable of fulfilling these roles and meet the Challenge. There are some examples below:

*Employee motivation- when will target or plan set for the employee, we need to motivation them to co-operate and achieve it. Employees usually work better when they feel they have been consulted about their target and that they need to do. And if the employee done well and achieve the target, we need to persuade them to set new target. For example:*

*In the role play of JTL, our sales and marketing manager are discuss with us to set out target we need to meet and persuade us to achieve them. Those targets are for improve JTL performance. After I been told and discuss what need to do, I really feel I want t to achieve the target. Those needs the manager have interpersonal skill to persuade us to achieve.*

*Management of resource- In those four main management resource, I choose to give an example in human resource. Sometime mangers need to carry out decisions the staffs don't agree with. In this case, managers need to use interpersonal skill to persuasion to try to get staff members to accept them. And maybe at final the staffs can't accept, it may cause conflict and they may carry out the industrial action. Mangers also need to resolve any conflicts that come up. Skill for management of conflict is needed at all levels and all type of organisation. For example: British Airways have an industrial action in August. That cause by BA want to use a swipe card system to monitor the staffs exactly working hours. When they want to carry out this decisions id staffs don't agree with, but they haven't good skill persuasion to try to get staff members to accept it. That makes the staffs carry out the industrial action, but BA still lack of skill for management of conflict, affect the operation of the airport and make huge loss on money. This show skill for management of conflict is so important for company managers.*

*Performance monitoring and reward- managers need to have good interview skill, for example for appraisal purpose. There have one technique to encourage the interview to relax and co-operate- 'mirroring'. This is used of body language, such as tone of voice, posture, eye contact etc to suit the interview. If the employee feel relax, it more easy to take and achieve the target. In appraisal is aim to set objective to the employee. Usually at start of the interview, they will look at have the staffs achieve the objective set before, if after discuss and agreed, the manager need to set the target for the staff to do before next interview. If the staff done well and achieve the target, the managers need to persuade them to set a new target. On the other side, if the staff done badly or have not achieve the target, manages need to persuade them to improve the performance or even discipline them if they have a continuing problem. Some appraisal involve pay if the wages. If the employee expecting a pay raise and after interview is disappointed, managers need to use interpersonal skill to let the staff understand why a pay rise can't be achieve this time, and how to improve for next time for them to have pay raise. Here got an example: Like in the role play of JTL, in our sale team have got an interview like appraisal to see our performance before and set the new target need to improve. In the interview also ask use what we feel now. I think this interview is very useful, because it make the staff know what they need to do. The managers also need interpersonal skill to persuade staffs improve performance in the interview successfully. Interview is for monitor performance of the staffs and rewards them if they did well. In my role play, my manager has good interpersonal skill, so I understand why I can't move to marketing job and feel happy to go back to work.*

*Leadership- A big part of management is checking everyone understands what they need to achieve and lead them to achieve those targets successfully. There are some of different strategies to lead the staff in different situation. In initiating discussion, managers need to start the discussion first, ask question, seeking clarification and summary to lead the staff meet their target. Some staffs may have problem in their work but shy or don't want to speak out. Managers' job is lead people start talking. The managers also need to ask question to lead and check the staffs understand what the expected of them, and listening carefully to the answers. If the staffs feel respect from the manager, they may produce better performance. On the other side, if the managers not listen carefully of what the staffs tell about their problem, they can't help the staffs to solve the problem, it may let them also besiege in the problem. Imagine if the staffs got problem but not speak out and ask for help, they may always besiege in the problem and can't move on. Also there may be sometimes the agreement may be vague and manger need to describe the things clear to the staff. That is important to let the staff know where they for. Giving summary of what the staffs need to achieve also important. This allows all the staffs what is happening and let them can achieve for next time targets easier. All that above if the managers haven't that skill to handle them to lead the staffs may let the company performance go down. So this is important managers to have interpersonal skill in leadership. For example of the important of leadership:*

*In the role play of JTL, my managers make the start the discussion that make the discussion flow smoothly, and he asking me questions to ensure I understand what he expect to me and listening careful of my answers,*

describe things clear for me and give summary of what I need to do. That make me want to achieve the targets more, because I know what I need to do so clear. And he ask me question and persuade me to talk, that make me solve the problem with his help, this raise the performance of me.

### Conclusion

After I did this report, I look at many key management functions areas will involved interpersonal and communication skill. And I found out those skill are so important for raise the business performance. So I must improve my skill by practice my SMART objectives set on above. Also I learn many interpersonal and communication skills, such body language, tone of voice may affect other people feeling of your speech. I think that is so useful for my future.