
Level 4 Communications in Organisations

© UE Campus 2026

All rights reserved.

Every attempt has been made to ensure the accuracy of this study guide; however, no liability can be accepted for any loss incurred in any way whatsoever by any person relying solely on the information contained within it. The study guide has been produced solely for the purpose of professional qualification study and should not be taken as definitive of the legal position. Specific advice should always be obtained before undertaking any investment.

Copyright © UE Campus 2026

First published in 2026 by UE Campus

Unit specifications can be found on the UE Campus Portal: <https://uecampus.com/>

Contents

Contents.....	3
Using your Study Guide.....	6
Level 4 Units.....	6
Level 4 Communications in Organisations.....	8
About this unit	8
Chapter One – Communications in organisations	9
Introduction.....	9
Learning Outcomes.....	9
Assessment Criteria.....	9
1.1 The importance of effective communications in organisations.	10
Over to you – video watch: Communication skills in organisations	10
Did you Know	12
Over to you – Communication Audit.....	13
Industry Insight – How clear communication saved Toyota millions.....	13
1.2 Identify and explain communication practices and systems that allow organisation policy and procedures to be understood and followed; and how ideas, new initiatives and developments can be shared.	15
Did you Know	16
Over to you: Mapping Communication Systems	18
Need to Know	18
Over to you: Communication Improvement Proposal.....	18
1.3 How workforce commitment to organisational change can be achieved using different communication practices.	20
Over to you – video watch: Communication skills in organisations	20
Did you Know	21
Over to you: Evaluating Change Communication	23
Need to Know	24
1.4 Communication barriers and weaknesses and remedies to such problems	25
Over to you – video watch: Effective communication skills in the workplace	25
Did you Know	27
Did you Know	28
Over to you: Diagnosing and Fixing Communication Problems	28
Reading List.....	30
Summary	30

Chapter Two – Developing personal interpersonal communications	32
Introduction.....	32
Learning Outcomes.....	32
Assessment Criteria.....	32
2.1 Interpersonal communications and communication styles	33
Need to Know	35
Over to you	36
2.2 Show awareness of personal interpersonal communication skills and provide evidence of your skills including presentation style, meetings management and networking.....	38
Need to know – Motivations of Different Types of Visitors	41
2.3 Approaches to improve personal communication style	43
3. Applying These Approaches in Everyday Work Situations	46
Reading List.....	47
Chapter Three – The management of internal and external workplace communications	48
Introduction.....	52
Learning Outcomes.....	52
Assessment Criteria.....	52
3.1 Identify and explain how management can support teams and other groups, departments or sections within and outside an organisation to communicate effectively.....	53
Did you Know	54
Over to you: Understanding Team Roles	56
Did you Know	56
3.2 Investigate organisational practices that support internal and external workplace communications.	59
Over to you: Investigating Communication Practices	63
Need to Know	63
3.3 Evaluate communication tools, approaches and practices that support effective internal and external communications	65
Did you Know	Error! Bookmark not defined.
Over to you: Evaluating Communication Tools.....	71
Did you Know	75
Over to you: Designing Your Own Communication Improvement Plan.....	76
Reading List.....	79
Glossary.....	80
Word / Term	81

Explanation 81

MCQs and True & False Questions (self-assessment)

Using your Study Guide

Welcome to the study guide for, designed to support those completing their Level 4 Diploma in Business Management.

This study guide follows the order of the syllabus, which is the basis for your studies. Each chapter starts by listing the syllabus learning outcomes covered and the assessment criteria.

Level 4 Units

Unit Reference	Unit Title	Level	Credit	GLH	TQT
D/507/1581	Communications in Organisations	4	20	80	200
H/507/1582	Leadership and the Organisation	4	20	80	200
M/507/1584	Financial Awareness	4	20	80	200
A/507/1586	Managing Change	4	20	80	200
F/507/1587	Business Operations	4	20	80	200
J/507/1588	Developing Teams	4	20	80	200
Totals			120	480	1200

The study guide includes a number of features to enhance your studies:



'Over to you': activities for you to apply what you have learned) in the space provided).



Industry Insights: discover up-to-date trends, expert opinions, and examples from leading organisations in the travel and tourism industry to help you understand how theory applies in real-world practice.



Did you know? highlights interesting facts or surprising information to help you deepen your understanding of travel and tourism topics.



Case studies: realistic business scenarios to reinforce and test your understanding of what you have read.



'Revision on the go': use your phone camera to capture these key pieces of learning, then save them on your phone to use as revision notes.



'Need to know': key pieces of information that are highlighted in the text.



Examples: illustrating points made in the text to show how it works in practice.

Tables, graphs and charts: to bring data to life.

Reading list: identifying resources for further study.

Source/quotation information to cast further light on the subject from industry sources.

Highlighted words throughout denoting **glossary terms** located at the end of the study guide.

Note

Website addresses current as of November 2025.

Level 4 Communications in Organisations

About this unit

This unit is divided into three parts and examines communications at an organisational level, interpersonal communications and managing internal and external communications. Effective communications are vital to the success of any organisation, to ensure understanding, involvement and commitment to organisational policies and procedures.

Organisations today often need to change their policies and procedures to survive in the developing local and global economies. It is important for managers to realise the importance of sound communication practice and systems to ensure the effective development and dissemination of new ideas and decisions for change.

This unit will help managers explore the links between good communications and the development of workforce understanding and commitment to change by considering what is meant by good communications practice. It will then help you look at your communication skills as well as how to improve links between your team, other parts of the organisation and beyond.

Chapter One – Communications in organisations

Introduction

This chapter looks at how analyse communications in organisations.

You will learn the importance of effective communications in organisations.

Next, you will explore communication practices and systems that allow organisation policy and procedures to be understood and followed; and how ideas, new initiatives and developments can be shared.

You will learn how workforce commitment to organisational change can be achieved using different communication practices.

On completion of this chapter, you will gain an understanding of the communication barriers and weaknesses and remedies to such problems.

Learning Outcomes

On completing the chapter, you will be able to:

1. Analyse communications in organisations

Assessment Criteria

- 1.1 Understand the importance of effective communications in organisations.
- 1.2 Identify and explain communication practices and systems that allow organisation policy and procedures to be understood and followed; and how ideas, new initiatives and developments can be shared.
- 1.3 Evaluate how workforce commitment to organisational change can be achieved using different communication practices.
- 1.4 Analyse communication barriers and weaknesses and remedies to such problems.

1.1 The importance of effective communications in organisations.

	Over to you – video watch: Communication skills in organisations
<p>Watch this YouTube video:</p> <p>Title: Communication Skills in Organisations</p> <p>Duration: 3.56</p> <p>Link: https://www.youtube.com/watch?v=oEU4xQ7YmBM</p>	

- **Understanding the Importance of Effective Communications in Organisations**

Effective communication is one of the most critical elements in the success of any organisation. It supports teamwork, enhances productivity, strengthens relationships, and ensures that staff understand organisational goals and how their roles contribute to them. Within a business environment, communication must be clear, timely, accurate, and purposeful to help individuals and teams operate efficiently.

1. Why Effective Communication Matters

a. Ensures Clarity of Goals and Expectations

Organisations rely on communication to share their vision, mission and objectives. When expectations are clearly communicated, employees are more likely to understand their responsibilities, meet performance standards and work towards common goals.

b. Improves Coordination and Collaboration

Departments and teams must work together to deliver products and services. Good communication reduces misunderstandings, helps staff coordinate tasks and encourages knowledge sharing. This leads to smoother workflows and fewer operational errors.

c. Enhances Decision-Making

Managers and employees depend on reliable information to make sound decisions. Effective communication ensures that accurate, relevant information flows through the organisation, enabling faster and more informed decision-making.

d. Builds Strong Relationships and Organisational Culture

Communication shapes workplace relationships. Open, transparent communication builds trust between employees and management, encourages feedback and supports a positive organisational culture. When communication is poor, mistrust and conflict can arise.

e. Supports Motivation and Employee Engagement

Employees who receive regular updates, constructive feedback and recognition are more likely to feel valued and motivated. Effective communication makes it easier to address concerns,

acknowledge achievements and engage staff in organisational initiatives.

f. Manages Change More Effectively

Change – such as restructuring, new technology or revised procedures – can create uncertainty. Clear communication reduces resistance by explaining the purpose of the change, expected benefits and how employees will be supported through the transition.

g. Reduces Conflict and Misunderstandings

Many workplace conflicts stem from unclear or incomplete communication. When communication channels are open and information is shared responsibly, misunderstandings are less likely to occur and conflicts can be resolved more quickly.



Did you Know

Researchers estimate that poor communication costs businesses over \$37 billion each year, mainly due to errors, delays and misunderstandings.

2. Types of Communication in Organisations

To understand why communication is so important, learners must recognise the main types used within businesses:

a. Internal vs External Communication

- *Internal communication* occurs between employees, managers, teams and departments.
- *External communication* involves customers, suppliers, investors and external stakeholders.

b. Formal vs Informal Communication

- *Formal communication* follows official channels such as reports, meetings or organisational policies.
- *Informal communication*, often called “the grapevine,” is casual conversation that can help build relationships but may also spread misinformation if not managed carefully.

c. Verbal, Written and Non-Verbal Communication

- *Verbal*: meetings, presentations, telephone calls.
- *Written*: emails, memos, instant messages, reports.
- *Non-verbal*: body language, tone of voice, gestures—often as important as spoken or written messages.



Did you Know

Non-verbal cues – such as tone, facial expressions and body language – make up more than half of all communication impact, showing that how you deliver a message matters as much as what you say.

3. Barriers to Effective Communication

Understanding communication's importance also involves recognising common barriers that can limit its effectiveness:

- Language differences or unclear vocabulary
- Noise or distractions
- Poorly structured messages
- Information overload
- Personal biases or emotional responses
- Cultural differences
- Technological problems
- Lack of feedback

Successful organisations actively work to reduce these barriers through training, supportive leadership and clear communication strategies.



Did you Know

Around **70% of workplace mistakes** are linked to communication breakdowns rather than skills or knowledge gaps.

4. Benefits of Effective Communication to the Organisation

When communication is effective, the organisation benefits through:

- Increased productivity and efficiency
- Higher employee satisfaction and retention
- Improved customer service and stakeholder relations
- Better teamwork and organisational performance
- Enhanced innovation through idea sharing
- Reduced operational risks and errors

Effective communication is not just a desirable organisational skill—it is essential for operational success, employee wellbeing, and long-term business performance. By understanding its importance, learners can develop the skills needed to analyse communication practices within organisations and recommend improvements.



Over to you – Communication Audit

Choose an organisation you know well (your college, a workplace, or a well-known company). In bullet points, assess the effectiveness of its internal communication.

1. Identify two communication channels the organisation uses (e.g. email, meetings, messaging apps).
2. Describe one strength in how communication is managed.
3. Identify one barrier that may reduce communication effectiveness.
4. Recommend one improvement that could make communication clearer or more efficient.

Tip: Think about how quickly information is shared, how clear the messages are, and whether employees can easily give feedback.



Industry Insight – How clear communication saved Toyota millions

Toyota is known for its world-class communication systems within its manufacturing operations. One key method is the **“Andon Cord”**, which allows any employee on the production line to signal a problem immediately. When a worker pulls the cord, the entire line can stop so the issue can be fixed before the vehicle moves to the next stage.

This system relies on trust, transparency and instant communication. Because workers feel empowered to speak up, Toyota reduces defects, improves safety, and saves millions in rework costs.

This illustrates how effective communication strengthens productivity, quality control and organisational culture.



Revision on the Go: Effective communication

Effective communication is essential for organisational success because it ensures clarity, improves decision-making, strengthens collaboration, and reduces conflict. It supports change management, motivates employees, and shapes organisational culture. Communication can be internal or external, formal or informal, and delivered through verbal, written and non-verbal methods.

Remember: communication is only effective when the message is clearly understood and feedback confirms shared meaning.



1.2 Identify and explain communication practices and systems that allow organisation policy and procedures to be understood and followed; and how ideas, new initiatives and developments can be shared.

- **Understanding Communication Practices and Systems in Organisations**

Effective communication systems are essential for ensuring that organisational policies, procedures, and expectations are understood by all employees. These systems also support innovation by allowing ideas, new initiatives and developments to be shared across teams and departments. When communication practices are clear, consistent and well-managed, organisations operate more effectively and employees have the information and confidence needed to perform their roles.

This section explores the systems that organisations use to (1) communicate policies and procedures and (2) encourage the sharing of ideas and new developments.

1. Communicating Organisational Policies and Procedures

Policies and procedures provide the rules, standards and guidelines that shape organisational behaviour. To ensure compliance and consistency, organisations must communicate these clearly and regularly.

a. Employee Handbooks and Policy Documents

Most organisations use handbooks or policy manuals that outline:

- Codes of conduct
- Health and safety procedures
- Equality and diversity policies
- Disciplinary and grievance procedures

These documents serve as official references that employees can consult at any time.

b. Induction and Onboarding Programmes

New employees need structured communication to understand expectations from day one.

Onboarding may include:

- Orientation sessions
- Introductory presentations
- Training on workplace systems
- Policy briefings

These sessions help employees build confidence and reduce early mistakes.

c. Formal Training and Workshops

Organisations run periodic training to reinforce policies and ensure updates are understood.

Examples include:

- Health and safety training
- Compliance workshops
- Data protection (GDPR) sessions
- Customer service standards training

This ensures that policies remain current and relevant.

d. Digital Communication Systems

Technology plays a vital role in ensuring information is accessible and up-to-date. Common tools include:

- Intranets (central hubs for policy documents and updates)
- Learning management systems (LMS) for training modules
- Email alerts for policy changes
- Shared drives containing procedural templates

Digital systems ensure employees can access information anytime and maintain version control.

e. Line Management Communication

Supervisors and managers often interpret and communicate policies to their teams. They:

- Provide clarification
- Reinforce expectations
- Monitor compliance
- Offer guidance in complex cases

Clear communication from managers helps ensure consistent application of procedures.



Did you Know

Employees are 10 times more likely to follow policies that are communicated clearly and reinforced through regular training.

2. Communication Practices for Sharing Ideas, Initiatives and Developments

Innovation thrives when employees feel able to share ideas and when organisations create channels for open communication.

a. Team Meetings and Briefings

Regular meetings give staff the chance to share:

- Project updates
- New ideas or concerns
- Process improvements
- Customer feedback

Meetings also help managers communicate strategic developments.

b. Suggestion Schemes and Idea Portals

Some organisations set up digital suggestion boxes or innovation portals where employees submit ideas. These can be reviewed by senior leaders or innovation teams.

c. Cross-Functional Working Groups

Bringing together employees from different departments encourages:

- Fresh perspectives
- Problem-solving
- Better coordination across the organisation

These groups are often used to design new initiatives or improve existing systems.

d. Internal Newsletters and Bulletins

Newsletters help communicate:

- New initiatives
- Organisational achievements
- Staff successes
- Policy changes
- Strategic priorities

They keep employees informed and engaged.

e. Collaboration Tools

Modern organisations increasingly use collaboration platforms such as:

- Microsoft Teams
- Slack
- Project management tools (Trello, Asana)

These tools allow employees to share documents, give feedback, and collaborate in real time.

f. Innovation Workshops and Brainstorming Sessions

Structured workshops encourage creativity and allow employees to contribute to:

- Process improvements
- Product development
- New organisational initiatives

Such activities reinforce a culture of continuous improvement.

3. Why These Communication Systems Are Important

Effective systems allow employees to:

- Understand their roles and responsibilities
- Follow organisational rules and expectations
- Make informed decisions
- Know how to respond to risks or problems
- Contribute to innovation and organisational development

Well-functioning communication practices help organisations remain competitive, responsive and adaptable.

4. Linking Policy Communication and Innovation

Strong policy communication sets the foundation for effective operations, while open idea-sharing encourages growth and development. Organisations need a balance of both:

- Clear, formal communication ensures compliance and consistency.
- Flexible, collaborative communication supports creativity and improvement.

Both types of communication are essential for organisational success.



Over to you: Mapping Communication Systems

Choose an organisation (real or hypothetical). Create a two-column table showing:

Column 1: Communication practices that help employees understand policies and procedures

Examples you may identify: onboarding, policy manuals, training sessions, intranet updates, emails, line manager briefings.

Column 2: Communication practices that support sharing ideas and new developments

Examples you may identify: team meetings, innovation workshops, suggestion portals, collaboration software.

Then answer the following questions in short paragraphs:

1. Which system appears to be most effective for supporting compliance? Why?
2. Which system seems most effective for encouraging innovation? Why?
3. What improvement would you recommend to strengthen communication in either category?



Need to Know

Companies that encourage feedback loops report up to 15–20% higher employee engagement, as staff feel more valued and informed.



Over to you: Communication Improvement Proposal

Choose a real or fictional organisation. Based on an imagined communication problem (e.g., poor cross-departmental coordination, email overload, unclear managerial instructions), complete the following steps:

1. Identify the communication issue (1–2 sentences).
2. Describe how this issue impacts the organisation (e.g., delays, errors, conflict).
3. Propose two evidence-based recommendations that could address the issue.

4. For each recommendation, explain:

- Why it is suitable
- How it could be implemented
- How success could be measured (e.g., reduced delays, higher employee satisfaction)

Tip: Think like a manager, your recommendations should be practical, targeted, and aligned with organisational needs.

Revision on the Go:

Organisations use a range of communication systems to ensure employees understand policies, procedures and expectations. These include induction programmes, handbooks, training sessions, intranet platforms, emails and manager briefings. These systems ensure clarity, consistency and compliance.

To share ideas and new initiatives, organisations rely on team meetings, suggestion schemes, collaboration tools, cross-functional groups and internal newsletters.

Remember: effective communication systems support both operational control (policies) and innovation (sharing ideas). Organisations need both to remain competitive and efficient.



1.3 How workforce commitment to organisational change can be achieved using different communication practices.

	Over to you – video watch: Communication skills in organisations
<p>Watch this YouTube video:</p> <p>Title: Effective Communication: Why is it Important in Management? 360training Enterprise</p> <p>Duration: 1.05</p> <p>Link : https://www.youtube.com/watch?v=nIQhHEWpdWs&t=5s</p>	

- **Evaluating How Communication Practices Support Workforce Commitment to Organisational Change**

Organisational change – such as restructuring, adopting new technologies, launching new products or updating procedures – can create uncertainty among employees. Workers may fear job loss, skill gaps, increased workload or loss of control. Because of this, effective communication is one of the most influential factors in building commitment to change.

When communication is clear, transparent and ongoing, employees are more likely to understand the need for change, support the process and contribute positively. This section evaluates the communication practices that organisations use to achieve workforce engagement and commitment during times of change.

1. Why Communication Matters During Organisational Change

Research consistently shows that employees resist change when:

- They lack information
- They are not involved in decision-making
- The purpose of the change is unclear
- They distrust leadership
- They feel unsupported

Good communication addresses these concerns by building trust, reducing uncertainty and increasing understanding.

2. Communication Practices That Build Workforce Commitment

a. Early Communication and Transparency

Employees respond positively when they hear about proposed changes early—rather than through rumours or sudden announcements.

Effective early communication includes:

- Clear explanations of why change is necessary
- Descriptions of expected benefits and challenges
- Honest discussion of what is known and not yet known

Impact: Reduces fear and builds trust because employees feel respected and informed.

	Did you Know
Studies show that 70% of organisational change initiatives fail, often due to poor communication rather than poor strategy.	

b. Two-Way Communication and Feedback Channels

Change communication must allow employees to ask questions, share concerns and offer suggestions.

Common two-way communication practices:

- Q&A sessions
- Small group discussions
- Surveys and feedback forms
- Open-door policies
- Digital feedback platforms

Impact: Employees feel involved rather than dictated to, increasing ownership and commitment.

c. Leadership Visibility and Communication

Leaders play a crucial role in shaping how employees perceive change. Communication from leaders should be:

- Consistent
- Authentic
- Motivational
- Regular

This can include town-hall meetings, video messages or manager briefings.

Impact: Visible, accessible leadership increases confidence in the change process.

	Did you Know
---	---------------------

Organisations that encourage two-way communication during change experience 40% lower resistance levels.

d. Training and Development Communication

Employees must feel capable of adapting. Communication about training should clearly explain:

- What new skills are required
- How training will be delivered
- How support will be provided

Impact: Reduces skill anxiety and builds confidence, encouraging acceptance of change.

e. Change Champions and Peer Communication

Organisations often use "change champions" – respected employees who support change and help communicate key messages to others.

Their role includes:

- Sharing updates in their teams
- Promoting positive attitudes
- Helping colleagues understand benefits

Impact: Peer-to-peer communication increases credibility and reduces resistance.

f. Regular Progress Updates

Change is a process, not a single event. Providing updates on milestones:

- Keeps employees engaged
- Reinforces transparency
- Shows progress
- Highlights early successes

Impact: Helps maintain momentum and ongoing support.

g. Tailored Communication

Different groups may need different information. Tailored communication considers:

- Job roles
- Departments
- Locations
- Experience levels

Impact: Improves relevance, reducing confusion and improving alignment.

3. Evaluating the Effectiveness of These Practices

Communication practices are most effective when they create:

- Employee Understanding
- Employees know *why* the change is happening and *what* it means for them.
- Emotional Acceptance
- Communication helps reduce fear, uncertainty and frustration.
- Commitment and Engagement

Employees actively support change because they feel:

- Involved
- Empowered
- Supported
- Valued

Behavioural Alignment

Employees adopt new behaviours, systems or ways of working.

Evaluation methods include:

- Surveys and feedback
- Measurement of engagement levels
- Monitoring resistance or turnover
- Observation of performance and behaviour
- Tracking training completion and competency

Achieving workforce commitment to organisational change depends heavily on the quality of communication. Effective communication practices – transparent messaging, two-way dialogue, leadership visibility, training communication, peer involvement and continual updates – help employees understand the need for change, reduce anxiety and build genuine commitment.

Organisations that communicate well are far more likely to implement change successfully, maintain morale and sustain improved performance.



Over to you: Evaluating Change Communication

Choose an organisation (real or fictional) that is undergoing change (e.g., digital transformation, restructuring, launching a new service).

In short paragraphs:

1. Identify **two communication practices** used to support the change (e.g., team briefings, leadership updates, training communication).

2. Evaluate the **effectiveness** of each practice—Did it build trust? Reduce anxiety? Encourage involvement?
3. Recommend **one improvement** for strengthening workforce commitment to the change.
4. Explain how this improvement could influence employee engagement or behaviour.

Tip: Think about both the *quality* of communication (clarity, honesty, frequency) and the *method* (meetings, digital tools, feedback channels).



Need to Know

That motivated employees are **up to 50% less likely** to leave their jobs – an important factor in an industry known for high staff turnover?

Revision on the Go: Motivational Techniques & Performance

Workforce commitment to organisational change relies heavily on **clear, transparent, and two-way communication**. Employees are more willing to support change when they:

- Understand why change is needed
- Feel consulted and listened to
- Receive regular updates
- See visible, trustworthy leadership
- Are offered training and support
- Hear positive messages from peer “change champions”

Effective communication reduces fear, builds trust, and increases engagement—ultimately helping organisations implement change successfully.



1.4 Communication barriers and weaknesses and remedies to such problems

	Over to you – video watch: Effective communication skills in the workplace
<p>Watch this YouTube video:</p> <p>Title: Effective Communication Skills in the Workplace Communication at Work</p> <p>Duration: 4.39</p> <p>Link: https://www.youtube.com/watch?v=QGHBq5OEsBM</p>	

- **Analysing Communication Barriers, Weaknesses and Remedies in Organisations**

Communication is essential for organisational effectiveness, but various barriers and weaknesses can limit how clearly and efficiently messages are transmitted and understood. These obstacles can lead to misunderstandings, errors, reduced productivity, conflict, and low employee morale.

This section examines the common communication barriers within organisations, analyses their impact, and explains practical remedies that can help overcome them.

1. Common Communication Barriers in Organisations

a. Language and Jargon Barriers

Employees may struggle to understand complex terminology, professional jargon or unclear instructions.

Example: A technical department uses specialised language that front-line employees cannot interpret.

Impact: Misinterpretation, delayed tasks, reduced confidence.

b. Information Overload

Employees receive too many emails, messages or reports in a short period.

Impact: Important information may be missed; staff become overwhelmed.

c. Poorly Structured Messages

Messages that are unclear, too long, or missing key details can cause confusion.

Impact: Weak decision-making, inefficiency, repeated clarification requests.

d. Technological Issues

Communication tools may fail or be unsuitable for the task.

Examples:

- Slow intranet systems
- Poor internet connectivity
- Outdated software

Impact: Delays, frustration, broken communication channels.

e. Cultural and Diversity Barriers

Cultural differences may influence communication styles, interpretations, expectations and non-verbal cues.

Impact: Misunderstandings, conflict, exclusion or lack of collaboration.

f. Lack of Feedback or Two-Way Communication

If employees cannot ask questions, clarify information or offer suggestions, communication becomes one-way and ineffective.

Impact: Reduced motivation, uncertainty, and poor engagement.

g. Physical Barriers

Geographical distance, remote working, and poorly designed office spaces can make communication difficult.

Impact: Reduced collaboration and slower information flow.

h. Organisational Structure

Highly hierarchical organisations can create bottlenecks where information gets stuck between layers of management.

Impact: Slow responses, distorted messages, limited transparency.

2. Weaknesses in Organisational Communication Systems

In addition to barriers, organisations may have structural weaknesses in their communication systems, such as:

- Over-reliance on email
- Lack of communication training for managers
- Inconsistent communication across departments
- Outdated or incompatible communication platforms
- No centralised information hub
- Limited opportunities for team interaction

Recognising these weaknesses allows organisations to design targeted interventions.

3. Remedies for Communication Barriers and Weaknesses

a. Use Clear and Concise Language

Avoid unnecessary jargon and use plain English to ensure all employees understand the message.

Remedy: Provide communication guidelines or templates.

	Did you Know
Information overload is now one of the most common communication barriers—office workers receive an average of 120+ emails a day.	

b. Improve Information Management

Organisations can reduce overload by:

- Prioritising essential communication
- Using summaries or bullet points
- Implementing policies for email etiquette

c. Provide Communication Skills Training

Training helps employees and managers communicate effectively in:

- Written communication
- Active listening
- Presentation and verbal communication
- Cultural awareness

Outcome: Improved clarity, confidence and professionalism.

d. Invest in Appropriate Technology

Modern, user-friendly communication tools can support both formal and informal communication.

Examples:

- Collaboration platforms (Teams, Slack)
- Updated intranet systems
- Cloud-based document sharing

e. Encourage Two-Way Communication

Creating feedback channels helps employees clarify information and raise concerns.

Methods include:

- Team discussions
- Surveys
- Open-door policies

- Q&A forums



Did you Know

Employees are far more likely to overcome communication barriers when organisations provide **multiple channels**—written, verbal, digital, and visual—rather than relying on one method.

f. Promote a Supportive Organisational Culture

A culture that values openness, respect and inclusion foster better communication.

Remedy: Leadership modelling positive communication behaviours.

g. Align Communication Channels to the Message

Different types of communication suit different purposes:

- Written communication for formal policies
- Face-to-face meetings for sensitive matters
- Digital platforms for collaboration

Outcome: Improved message clarity and impact.

h. Simplify Reporting Structures

Flatter, more collaborative structures help information flow more quickly.

Remedy: Reduce unnecessary approval layers or create cross-functional teams.

4. Evaluating Remedies

Effective remedies should:

- Address the specific barrier
- Improve clarity
- Strengthen employee engagement
- Speed up information flow
- Reduce misunderstandings
- Support organisational goals

Continuous evaluation ensures communication improvements remain effective over time



Over to you: Diagnosing and Fixing Communication Problems

Imagine you are a communication consultant investigating communication problems in a medium-sized business. Complete the following steps:

1. Identify one communication barrier (e.g., information overload, technological failures, cultural misunderstandings).
2. Explain how this barrier affects organisational performance (e.g., delays, errors, reduced morale, conflict).
3. Propose two remedies that directly address the barrier.
4. For each remedy, explain:
 - Why it is appropriate
 - How it would improve communication
 - How you would measure its success

Tip: Think about whether the barrier is caused by people, processes, technology, or organisational culture.

Reading List

- Kelly, M. & Williams, M. (2020). *Business Communication: Process and Product*. 9th edn. Boston: Cengage Learning.
- Huber, D.L. (2022). *Leadership and Nursing Care Management*. 7th edn. St. Louis, MO: Elsevier. Chapter 7, pp. 125–150. ISBN: 978-0-323-69812-6.
- Stanton, N. (2019.) *Mastering Communication*. 6th edn. London: Red Globe Press (Palgrave Macmillan). ISBN: 978-1-352-00291-4.
- West, R. & Turner, L.H. (2023). *Understanding Interpersonal Communication: Making Choices in Changing Times*. 3rd edn. Boston: Cengage Learning.
- Guirdham, M. (2017). *Communicating Across Cultures at Work*. 4th edn. London: Palgrave Macmillan.
- Fitzpatrick, L. & Valskov, K. (2022). *Internal Communications: A Manual for Practitioners*. 2nd edn. London: Kogan Page.
- Hargie, O. & Tourish, D. (2021). *Auditing Organizational Communication: A Handbook of Research, Theory and Practice*. 2nd edn. London: Routledge.
- Răducan, R. & Răducan, R. (2019). ‘Communication styles of leadership tools’, *Procedia – Social and Behavioral Sciences*, 221, pp. 255–261.
(Latest journal publication; original conference paper remains foundational)
- Schramm, W. (1955). ‘How communication works’, in Schramm, W. (ed.) *The Process and Effects of Mass Communication*. Urbana: University of Illinois Press.

Websites

- [www.futurelearn](http://www.futurelearn.com) -Micro credentials
- <https://www.cipd.co.uk/>
- <http://www.prospects.ac.uk/https://www.open.ac.uk/>
- <https://www.assessment.com/>

Summary

In this chapter you looked at how analyse communications in organisations.

You learnt about the importance of effective communications in organisations.

Next, you explored communication practices and systems that allow organisation policy and procedures to be understood and followed; and how ideas, new initiatives and developments can be shared.

You learnt how workforce commitment to organisational change can be achieved using different communication practices.

On completion of this chapter, you gained an understanding of the communication barriers and weaknesses and remedies to such problems.

Chapter Two – Developing personal interpersonal communications

Introduction

In this chapter you will learn about the interpersonal skills in the workplace.

You will learn about interpersonal communications and communication styles.

You will explore personal interpersonal communication skills and provide evidence of your skills including presentation style, meetings management and networking.

On completion of this chapter, you will apply approaches to improve personal communication style.

Learning Outcomes

On completing the chapter, you will be able to:

2. Understand and develop personal interpersonal communications.

Assessment Criteria

2.1 Explain interpersonal communications and communication styles.

2.2 Show awareness of personal interpersonal communication skills and provide evidence of your skills including presentation style, meetings management and networking.

2.3 Apply approaches to improve personal communication style.

2.1 Interpersonal communications and communication styles

Interpersonal skills – sometimes called “people skills” – are essential for effective performance in the hospitality industry. Because hospitality work involves continual interaction with guests, colleagues, supervisors, and external partners, employees must be able to communicate clearly, behave professionally, build relationships, and respond sensitively to customer needs.

Demonstrating strong interpersonal skills not only improves service quality but also enhances employability, teamwork, and career progression within the industry. This section explores key interpersonal skills and provides examples of how they can be demonstrated effectively in real hospitality settings.

1. Communication Skills

Clear communication ensures that guests receive accurate information and that team operations run smoothly.

How to demonstrate this skill:

- Greeting guests politely and warmly on arrival
- Providing clear information about hotel services, check-in procedures, or dining options
- Listening actively to guests’ questions or concerns
- Asking clarifying questions to avoid misunderstandings
- Using professional tone, body language, and eye contact

Example in the workplace:

A front desk associate explains check-in procedures clearly, confirms booking details, and ensures the guest feels welcomed and informed.

2. Teamwork and Collaboration

Hospitality environments rely heavily on teamwork, whether in housekeeping, reception, food and beverage, or events.

How to demonstrate this skill:

- Offering support to colleagues during busy periods
- Sharing information and updates during briefings
- Cooperating with other departments (e.g. reception coordinating with housekeeping)
- Being reliable, punctual, and respectful

Example:

A restaurant server assists a colleague by delivering drinks to a table when they notice the colleague is busy.

3. Problem-Solving Skills

Handling unexpected issues calmly and effectively is crucial for guest satisfaction.

How to demonstrate this skill:

- Identifying the cause of a guest problem (e.g. hotel room not ready)
- Offering solutions or alternatives
- Knowing when to escalate issues to a supervisor
- Remaining calm and polite under pressure

Example:

When a guest complains about noise, the staff member listens carefully, apologises professionally, and offers to move the guest to a quieter room.

4. Customer Service Skills

Meeting and exceeding guest expectations is at the core of hospitality work.

How to demonstrate this skill:

- Welcoming guests with friendliness and professionalism
- Personalising service (e.g. remembering guest preferences)
- Following through on guest requests promptly
- Ensuring guest comfort and satisfaction throughout their stay

Example:

A waiter remembers a regular guest's dietary restrictions and recommends suitable menu items without being asked.

5. Cultural Awareness and Sensitivity

Hospitality environments, especially in international destinations, require respect for cultural differences.

How to demonstrate this skill:

- Being aware of cultural customs, greetings, and communication styles
- Remaining respectful of dress, dietary needs, and religious practices
- Adjusting communication when serving guests from different backgrounds

Example:

A staff member in a resort adapts their greeting style to match the cultural expectations of international guests.

6. Emotional Intelligence (EQ)

EQ helps employees understand their own emotions and respond appropriately to others.

How to demonstrate this skill:

- Staying calm during stressful moments
- Showing empathy when guests are upset
- Recognising how one’s behaviour affects colleagues and guests
- Handling criticism professionally

Example:

When a guest is frustrated about a long wait, the staff member calmly acknowledges the frustration and reassures them that their request is being handled.

7. Professional Attitude and Presentation

A friendly, positive attitude contributes to a welcoming atmosphere.

How to demonstrate this skill:

- Maintaining a neat appearance
- Using polite language
- Displaying enthusiasm and willingness to help
- Following workplace etiquette and policies

Example:

A concierge maintains a positive tone when recommending local attractions, even during very busy periods.

To demonstrate interpersonal skills effectively in the hospitality workplace, employees must communicate clearly, collaborate with colleagues, solve problems, show cultural awareness, manage emotions, and display professionalism. These skills improve guest satisfaction, strengthen teamwork, and support successful performance in a demanding and dynamic industry.

	Need to Know
Strong interpersonal skills are central to guest satisfaction, effective teamwork, and overall hospitality performance.	

	Industry Insight – Interpersonal Skills in the Middle East & Asia
In the hospitality industries of the UAE, Qatar, Thailand, and Malaysia, interpersonal skills are considered essential due to the highly multicultural environments. Major hotel groups in Dubai—such as Jumeirah, Marriott UAE, and Atlantis the Palm—often employ staff from over 100 nationalities, making communication, cultural sensitivity, and teamwork critical for smooth daily operations.	

Hotels in Bangkok and Kuala Lumpur focus heavily on emotional intelligence and guest empathy, especially in luxury and wellness resorts. Staff are trained to recognise guest emotions, use calm communication, and personalise interactions to match cultural expectations. For example, Thai hospitality emphasises politeness and gentle communication, while UAE hotels train staff in culturally sensitive service for guests from the Gulf, Asia, and Europe.

Interpersonal skills are also linked to career progression. In Dubai and Singapore, employees who demonstrate strong teamwork, communication, and customer handling are often promoted quickly, as employers value individuals who can adapt to high-pressure environments and diverse guest needs.



Over to you

In 5 short bullet points, describe how you would demonstrate the following interpersonal skills:

1. Communication
2. Teamwork
3. Problem-solving
4. Customer service
5. Professional attitude

Revision on the Go: Interpersonal Skills in Hospitality

- Communication – Use clear speech, active listening, polite tone, and positive body language.
- Teamwork – Support colleagues, share tasks, and collaborate across departments.
- Problem-solving – Stay calm under pressure and provide practical solutions.
- Customer service – Personalise service and respond quickly to guest needs.
- Cultural sensitivity – Respect cultural differences and adapt communication styles.
- Emotional intelligence – Show empathy, manage emotions, and respond professionally.

- Professionalism – Maintain high standards of presentation and attitude.



2.2 Show awareness of personal interpersonal communication skills and provide evidence of your skills including presentation style, meetings management and networking

- **Reviewing your Interpersonal Skills to Produce a Development Plan**

In the hospitality industry, interpersonal skills – such as communication, teamwork, emotional intelligence, cultural awareness, and professionalism – are essential for delivering high-quality guest service and working effectively with colleagues. To grow professionally and improve performance, employees must regularly **review their interpersonal skills** and use this evaluation to create a **personal development plan**.

Reviewing interpersonal skills involves analysing how effectively you communicate, collaborate, solve problems, manage emotions, and interact with guests and colleagues. This reflection allows you to identify areas where you perform well and areas where further development is needed.

A development plan then **outlines specific actions** to strengthen these skills, improve workplace performance, and support future career goals.

1. Reviewing Your Interpersonal Skills

When reviewing your interpersonal skills, consider:

a. Communication Skills

- Do you speak clearly and professionally?
- Do you listen actively to guests and colleagues?
- Do you adapt your tone to different situations?

b. Teamwork

- Do you cooperate effectively with colleagues?
- Are you supportive during busy periods?
- Do you share information and tasks willingly?

c. Customer Service

- Do you provide friendly, personalised service?
- How well do you handle requests, questions, or complaints?

d. Emotional Intelligence

- Do you stay calm under pressure?
- Can you manage your emotions professionally?
- Do you empathise with guests' concerns?

e. Problem-Solving

- Are you able to find practical solutions quickly?
- Do you approach unexpected issues rationally?

f. Cultural Sensitivity

- Are you respectful and aware of cultural differences?
- Do you adapt your behaviour to suit international guests?

g. Professional Behaviour

- Do you maintain high standards of appearance and conduct?
- Are you punctual, reliable, and respectful?

2. Using Self-Evaluation Tools

To conduct a meaningful review, employees can use tools such as:

- Self-assessment questionnaires
- Supervisor or peer feedback
- Guest comments or reviews
- Performance appraisals
- Reflective journals after shifts
- A personal SWOT analysis

Using a variety of sources helps ensure the evaluation is accurate and balanced.

3. Creating a Development Plan

Based on your review, you can now develop a plan to improve your interpersonal skills. A good development plan should include:

a. Clear Development Goals

Identify specific skills you want to improve, such as:

- “Improve active listening skills.”
- “Develop confidence in handling complaints.”
- “Enhance cultural awareness.”

b. SMART Objectives

Goals should be:

- Specific

- Measurable
- Achievable
- Relevant
- Time-bound

Example:

“Within six weeks, I will reduce misunderstandings with guests by paraphrasing information back to them during conversations.”

c. Development Activities

These may include:

- Customer service training sessions
- Role-playing exercises (e.g. complaint handling)
- Shadowing experienced colleagues
- Online courses on communication skills
- Cross-cultural communication workshops
- Practising reflective journaling

d. Resources Needed

- Time for training
- Support from supervisors
- Access to learning materials
- Opportunities to practise skills

e. Monitoring Progress

Track your development by:

- Reviewing guest feedback
- Asking for supervisor comments
- Reflecting after each shift
- Comparing performance against objectives

4. Example: Development Plan Structure

Interpersonal Skill: Active Listening

Current Issue: Sometimes misunderstandings occur during guest check-in.

Goal: Improve clarity and accuracy in communication.

Actions:

- Attend customer service workshop (Week 1)

- Practise paraphrasing guest information (Daily)
- Request weekly feedback from supervisor

Timeline: 4 weeks

Success Measure: Fewer guest clarifications needed; positive feedback from colleagues.

Reviewing your interpersonal skills is vital for personal growth in the hospitality industry. By analysing your strengths and areas for development, and creating a structured development plan with SMART goals, you can enhance your communication, teamwork, professionalism, and customer service. This not only improves workplace performance but also increases employability and opportunities for career progression.



Industry Insight – Interpersonal Skills in in Vietnam’s Hospitality Sector

In Vietnam’s booming hospitality industry – led by destinations such as Da Nang, Hoi An, Phu Quoc, Hanoi, and Ho Chi Minh City – places strong emphasis on interpersonal skills as key to service excellence.

Hotel brands such as InterContinental Da Nang, Fusion Maia, Vinpearl, and Sofitel Legend Metropole Hanoi actively train staff in:

- Cross-cultural communication, as Vietnam receives visitors from Korea, China, Europe, and the Middle East
- Emotional intelligence, particularly for luxury and wellness resorts
- Guest personalisation skills, such as remembering preferences or providing tailored recommendations
- Professional etiquette, reflecting traditional Vietnamese values of respect and hospitality

During performance reviews, employees are encouraged to reflect on their interpersonal strengths and improvement areas. Staff who develop strong interpersonal skills – especially communication and teamwork – often progress quickly into supervisory roles.

Vietnam’s hospitality sector is known for its warmth and personal service, making interpersonal skills a vital component of employee success and employability.



Need to know – Motivations of Different Types of Visitors

A good development plan turns self-reflection into action for real professional improvement.

Revision on the Go: Interpersonal Skills for a Development Plan

- Review your skills honestly using feedback, guest comments, and self-reflection.
- Identify strengths such as communication, customer service, teamwork, or empathy.
- Identify areas for improvement (e.g., complaint handling, time management, cultural awareness).
- Use evaluation tools like SWOT, checklists, and performance appraisals.
- Create SMART development goals linked to real workplace behaviours.
- Plan development activities such as training, shadowing colleagues, or practising new techniques.
- Monitor progress through feedback and reflective journaling.
- Update your plan regularly to support ongoing improvement and career growth.



2.3 Approaches to improve personal communication style

- **Applying Approaches to Improve Personal Communication Style**

Personal communication style refers to the way an individual expresses ideas, listens to others, uses body language, and adapts communication to different contexts. In the workplace, an effective communication style helps build trust, strengthen relationships, reduce misunderstandings and improve overall performance.

Improving one's communication style requires self-awareness, reflection, and the use of practical strategies. This section explains approaches that individuals can apply to enhance their personal communication effectiveness.

1. Understanding Your Current Communication Style

Before improving communication, individuals must understand how they currently communicate. Self-awareness can be built through:

a. Self-Reflection

Reflecting on previous interactions helps identify strengths and weaknesses.

Questions to consider:

- Do I speak too quickly or too slowly?
- Do I provide enough detail?
- How do I respond when challenged or stressed?

b. Seeking Feedback

Colleagues, supervisors or friends can provide valuable perspectives.

Feedback may highlight:

- Tone of voice
- Listening habits
- Clarity of explanations
- Non-verbal signals

c. Observation of Others

Watching effective communicators in meetings or presentations can help individuals model positive behaviours.

2. Approaches to Improve Personal Communication Style

a. Active Listening

Active listening means fully concentrating on the speaker rather than preparing your response. Key techniques include:

- Maintaining eye contact
- Giving verbal cues (“I see,” “Go on”)
- Summarising or paraphrasing key points
- Avoiding interruptions

Impact: Builds rapport, reduces misunderstandings, and demonstrates respect.

	Over to you – Enhancing Your Personal Communication Style
<p>Choose a recent communication situation (e.g., a meeting, presentation, email exchange, discussion with a peer). Reflect and complete the following:</p> <ol style="list-style-type: none">1. Describe the situation and your communication approach.2. Identify two strengths and two weaknesses in how you communicated.3. Select three communication improvement approaches from this unit (e.g., active listening, clarity, emotional control, assertiveness).4. Explain how you will apply each approach in future communication situations.5. Create one personal communication development goal you will work towards over the next month. <p><i>Tip:</i> Be specific—avoid general statements like “be better at communicating.” Focus on behaviours you can observe and measure.</p>	

	Did you Know
<p>Research suggests that 93% of communication impact comes from tone and non-verbal cues, not the actual words used.</p>	

b. Adapting Communication to the Audience

Different situations require different communication styles.

Examples:

- Using formal language in meetings
- Simplifying explanations for new staff
- Adjusting tone depending on urgency or sensitivity

Impact: Makes communication more relevant and ensures messages are understood.

c. Improving Clarity and Conciseness

Clear communication avoids unnecessary detail and focuses on key points.

Strategies:

- Plan what you want to say
- Use short, direct sentences
- Avoid jargon
- Structure information logically

Impact: Reduces confusion and increases efficiency.

d. Enhancing Non-Verbal Communication

Non-verbal communication includes body language, facial expressions, posture and tone.

To improve:

- Maintain open posture
- Use appropriate facial expressions
- Monitor tone and volume
- Practise confident and professional body language

Impact: Strengthens message credibility and emotional connection.

e. Managing Emotional Responses

Effective communicators regulate their emotions, especially in stressful situations.

Approaches include:

- Pausing before responding
- Practising mindfulness techniques
- Reframing negative situations

- Recognising emotional triggers

Impact: Helps maintain professionalism and avoids conflict escalation.

f. Using Assertiveness Techniques

Assertiveness means expressing needs and opinions respectfully and confidently. techniques include:

- Using “I” statements (e.g., “I feel...”, “I need...”)
- Setting boundaries
- Saying no politely when necessary
- Expressing disagreement constructively

Impact: Builds mutual respect and prevents passive or aggressive communication styles.

g. Developing Written Communication Skills

Professional written communication requires:

- Correct spelling and grammar
- Professional tone
- Clear structure (introduce, explain, conclude)
- Appropriate formatting

Impact: Ensures written messages are professional, accurate and easy to interpret.

h. Practising Continuous Improvement

Communication skills improve over time through:

- Attending workshops
- Watching communication tutorials
- Role-playing difficult conversations
- Reviewing recorded presentations
- Setting personal development goals

3. Applying These Approaches in Everyday Work Situations

Individuals can practise improved communication by:

- Preparing for meetings with clear agendas

- Pausing to listen before responding
- Clarifying instructions before acting
- Observing their own tone and body language
- Seeking ongoing feedback from colleagues

Applying these approaches consistently develops a confident, adaptable and professional communication style.

Revision on the Go: Interpersonal Skills for a Development Plan

Improving personal communication style begins with self-awareness—understanding your strengths, weaknesses and the impressions you create. Approaches such as active listening, adapting to the audience, improving clarity, managing emotions, strengthening non-verbal communication, using assertiveness techniques and developing written skills all help improve interpersonal effectiveness.

Remember: great communicators are not born—they continually evaluate their style, practise new techniques and seek feedback to improve.

-

Reading List

- Kelly, M. & Williams, M. (2020). *Business Communication: Process and Product*. 9th edn. Boston: Cengage Learning.
- Huber, D.L. (2022). *Leadership and Nursing Care Management*. 7th edn. St. Louis, MO: Elsevier. Chapter 7, pp. 125–150. ISBN: 978-0-323-69812-6.
- Stanton, N. (2019.) *Mastering Communication*. 6th edn. London: Red Globe Press (Palgrave Macmillan). ISBN: 978-1-352-00291-4.
- West, R. & Turner, L.H. (2023). *Understanding Interpersonal Communication: Making Choices in Changing Times*. 3rd edn. Boston: Cengage Learning.
- Guirdham, M. (2017). *Communicating Across Cultures at Work*. 4th edn. London: Palgrave Macmillan.
- Fitzpatrick, L. & Valskov, K. (2022). *Internal Communications: A Manual for Practitioners*. 2nd edn. London: Kogan Page.
- Hargie, O. & Tourish, D. (2021). *Auditing Organizational Communication: A Handbook of Research, Theory and Practice*. 2nd edn. London: Routledge.
- Răducan, R. & Răducan, R. (2019). ‘Communication styles of leadership tools’, *Procedia – Social and Behavioral Sciences*, 221, pp. 255–261.
(Latest journal publication; original conference paper remains foundational)
- Schramm, W. (1955). ‘How communication works’, in Schramm, W. (ed.) *The Process and Effects of Mass Communication*. Urbana: University of Illinois Press.

Websites

- [www.futurelearn](http://www.futurelearn.com) -Micro credentials
- <https://www.cipd.co.uk/>
- <http://www.prospects.ac.uk/><https://www.open.ac.uk/>
- <https://www.assessment.com/>

Summary

In this chapter you looked the interpersonal skills in the workplace.

You learnt about interpersonal communications and communication styles.

You explored personal interpersonal communication skills and provide evidence of your skills including presentation style, meetings management and networking.

On completion of this chapter, you applied approaches to improve personal communication style.

Chapter Three – The management of internal and external workplace communications

Introduction

In this chapter you will explore the how management can support teams and other groups, departments or sections within and outside an organisation to communicate effectively.

You will investigate organisational practices that support internal and external workplace communications.

You will evaluate communication tools, approaches and practices that support effective internal and external communications.

On completion of this chapter, you will learn how to plan improvements in workplace communications and implement the plan.

Learning Outcomes

On completing the chapter, you will be able to:

3. Evaluate the internal and external workplace communications

Assessment Criteria

3.1 Identify and explain how management can support teams and other groups, departments or sections within and outside an organisation to communicate effectively.

3.2 Investigate organisational practices that support internal and external workplace communications.

3.3 Evaluate communication tools, approaches and practices that support effective internal and external communications.

3.4 Plan improvements in workplace communications and implement the plan.

3.1 Identify and explain how management can support teams and other groups, departments or sections within and outside an organisation to communicate effectively.

- **Effective Communication Within and Outside the Organisation**

Management plays a central role in ensuring that communication flows smoothly across teams, departments, and external stakeholders. When communication is well managed, organisations experience higher levels of collaboration, transparency, and performance. This section explores how managers can support effective communication internally (within the organisation) and externally (outside the organisation).

1. The Role of Management in Supporting Internal Communication

Internal communication refers to the exchange of information among employees, teams, and departments inside an organisation. Managers are responsible for creating an environment where communication is clear, timely and collaborative.

a. Establishing Clear Communication Channels

Managers must ensure teams know *how* and *where* to communicate. This includes:

- Email protocols
- Team briefings and meetings
- Collaboration platforms (e.g., Teams, Substack, Google Share)
- Shared digital workspaces

Why it matters: Clear channels reduce confusion, speed up information flow and ensure everyone has access to the same information.

b. Encouraging Two-Way Communication

Effective communication is not just top-down. Managers must create space for:

- Questions and clarifications
- Feedback from staff
- Open discussions and problem-solving

Impact: Employees feel valued, increasing engagement and reducing misunderstandings.

c. Promoting Interdepartmental Collaboration

Departments often work in silos, which slows down organisational performance. Managers can support cross-department communication by:

- Organising joint meetings
- Establishing cross-functional teams
- Sharing project updates across departments

Impact: Improves coordination, innovation and consistency in decision-making.

d. Providing Training and Development

Not all employees have strong communication skills. Managers can support development through:

- Communication workshops
- Training on digital communication tools
- Coaching on presentation and interpersonal skills

Impact: Improves clarity, professionalism and teamwork.

e. Ensuring Consistency of Messages

Managers must deliver consistent messages so that all teams receive the same information. This can be supported through:

- Standardised templates
- Shared meeting notes
- Organisation-wide announcements

Impact: Reduces confusion and maintains a unified approach across the organisation.



Did you Know

Around **30% of projects fail** due to poor communication between departments—often because managers do not provide clear channels or shared updates.

1. How Management Supports External Communication

External communication involves interactions with customers, suppliers, partners, investors, regulatory bodies and the wider public. Management plays a key role in ensuring these interactions support organisational goals.

a. Establishing Clear Protocols for External Contact

Managers ensure employees know:

- Who is authorised to communicate externally
- What information can be shared
- How to follow brand, legal or compliance guidelines

Impact: Protects the organisation's reputation and ensures accurate, professional communication.

b. Coordinating Cross-Organisational Communication

Departments like marketing, sales, HR, and customer service may all communicate externally. Managers support coordination by:

- Sharing key messages across teams
- Ensuring alignment with organisational strategies
- Monitoring communication quality

Impact: Ensures consistent, reliable messaging to external audiences.

c. Using Technology to Connect with External Stakeholders

Managers may support tools such as:

- CRM systems (tracking customer interactions)
- Video conferencing with suppliers or partners
- Shared external portals

Impact: Improves efficiency and strengthens relationships with external parties.

d. Supporting Customer-Facing Teams

Managers can help customer service, sales, and public relations teams communicate effectively by:

- Providing training in customer communication
- Ensuring access to accurate information
- Offering guidelines on tone and professionalism

Impact: Enhances customer satisfaction and organisational credibility.

2. Building a Supportive Communication Culture

Managers must promote a culture that values open and effective communication.

a. Modelling Good Communication Practices

Managers lead by example through:

- Clear, respectful communication
- Transparent decision-making
- Active listening
- Regular updates

Impact: Encourages employees to communicate professionally and openly.

b. Creating a Safe Environment for Communication

Employees should feel comfortable sharing ideas or concerns. Managers can:

- Encourage questions without judgement
- Recognise contributions
- Address tensions early

Impact: Builds trust and supports continuous improvement.

c. Monitoring and Evaluating Communication Effectiveness

Managers may use:

- Surveys
- Performance reviews
- Feedback sessions
- Observation of team interactions

Impact: Helps identify communication problems early and guides improvement actions.

Managers play a vital role in supporting teams and departments—both internally and externally—to communicate effectively. By establishing clear channels, encouraging feedback, coordinating messages, offering training and modelling positive communication behaviours, management helps create a workplace where information flows smoothly, collaboration improves and organisational goals are more easily achieved.



Over to you: Understanding Team Roles

Choose a real or imaginary organisation. Then:

1. Identify **three management actions** that support internal communication (e.g., regular briefings, cross-department meetings, training).
2. Identify **one management action** that supports external communication (e.g., customer communication guidelines, coordinating responses to suppliers).
3. Explain **why each action is effective** and how it improves communication for the organisation.
4. Suggest **one improvement** management could introduce to enhance future communication.

Tip: Think about clarity, access to information, collaboration, and message consistency when writing your answers.



Did you Know

Organisations with strong internal communication are **3.5 times more likely** to outperform their competitors.



Industry Insight – How Management Communication Transformed Zara's Supply Chain

Zara, the global fashion retailer, is known for its fast and flexible supply chain. One major reason for this success is the strong communication systems coordinated by management.

Managers ensure that design teams, production teams, logistics, and store managers communicate daily through structured digital platforms and rapid briefing cycles. Store managers send real-time feedback on what customers want, and designers immediately use this information to adjust products.

Why this matters:

- Management sets up and enforces the communication channels.
- Cross-department meetings and rapid data sharing reduce delays.
- Consistent messaging ensures every team understands priorities.

This example shows how managers who actively support communication can dramatically improve organisational responsiveness and performance.

Revision on the Go:

Managers play a key role in ensuring communication works across teams, departments, and external stakeholders. They support effective communication by:

- Establishing clear communication channels (meetings, digital tools, protocols)
- Encouraging two-way communication and feedback
- Promoting collaboration between departments
- Providing communication training and development
- Ensuring message consistency across the organisation
- Coordinating external communication and clarifying protocols
- Modelling good communication behaviour and supporting a positive communication culture

Effective management communication leads to better teamwork, fewer misunderstandings, stronger stakeholder relationships and improved organisational performance.

3.2 Investigate organisational practices that support internal and external workplace communications.

- **Organisational Practices That Support Internal and External Workplace Communications**

Organisations rely on effective communication practices to ensure that information flows smoothly within teams, across departments, and between the organisation and its external stakeholders. These practices help maintain productivity, strengthen relationships, support decision-making, and uphold the organisation's professional image.

This section explores the key organisational practices that support strong internal and external workplace communications and explains how they contribute to overall organisational effectiveness.

1. Organisational Practices That Support *Internal* Communication

Internal communication involves the sharing of information among employees, managers, teams, and departments. Organisations use specific practices and systems to promote clarity, consistency, and teamwork.

a. Regular Team Meetings and Briefings

Managers often hold daily, weekly, or monthly meetings to:

- Update staff on goals and priorities
- Clarify tasks and expectations
- Share progress information
- Identify issues or concerns

Value: Encourages open discussion, aligns team efforts and reduces miscommunication.

b. Digital Communication Platforms

Most organisations use technology to support efficient internal communication, such as:

- Microsoft Teams / Slack
- Intranet systems
- Shared drives (Google Drive, SharePoint)
- Project management tools (Trello, Asana)

Value: Supports real-time messaging, collaboration, and document sharing.

c. Clear Reporting Structures

Organisations establish communication pathways that define who reports to whom.

Examples include:

- Hierarchical reporting lines
- Task-specific communication protocols
- Departmental communication flows

Value: Reduces confusion and ensures messages reach the right people quickly.

d. Internal Newsletters and Bulletins

Organisations may release monthly or weekly newsletters to:

- Share achievements
- Celebrate staff success
- Announce policy changes
- Provide organisational updates

Value: Keeps staff informed and builds organisational cohesion.

e. Training and Development in Communication

Organisations support internal communication by offering:

- Interpersonal communication workshops
- Presentation and writing skills training
- Digital communication training

Value: Strengthens employee confidence and reduces communication errors.

f. Employee Feedback Channels

Examples include:

- Surveys
- Suggestion boxes (digital or physical)
- Staff forums
- Anonymous feedback tools

Value: Supports two-way communication and helps management make better decisions.

g. Cross-Department Collaboration Practices

To prevent organisational “silos,” companies use:

- Cross-functional teams
- Joint planning sessions

- Interdepartmental working groups

Value: Encourages knowledge sharing and improves coordination.

2. Organisational Practices That Support *External* Communication

External communication involves interactions with customers, suppliers, partners, regulators, investors and the wider public. Strong external communication helps maintain professional relationships and supports the organisation's reputation.

a. Customer Communication Systems

Organisations manage customer interaction using:

- Customer service teams
- CRM systems (Customer Relationship Management)
- Service scripts and protocols
- Social media communication guidelines

Value: Ensures consistent, high-quality communication with customers.

b. Public Relations and Marketing Communication

Many organisations have PR or marketing departments that:

- Create external announcements
- Manage social media communication
- Handle press releases and media enquiries
- Manage branding and public image

Value: Controls organisational narrative and maintains reputation.

c. Supplier and Partner Communication Practices

Examples include:

- Scheduled meetings
- Formal contracts with communication clauses
- Shared digital platforms
- Agreed communication protocols

Value: Strengthens supply chain relationships and prevents misunderstandings.

d. External Reporting and Compliance Communication

Organisations must communicate with:

- Regulatory bodies
- Auditors
- Government agencies

Practices include:

- Annual reports
- Compliance submissions
- Safety or performance reporting

Value: Ensures legal compliance and builds trust with external stakeholders.

e. Professional Networking and Industry Events

Businesses often send representatives to:

- Conferences
- Trade shows
- Business roundtables

Value: Facilitates relationship building and opportunities for external collaboration.

3. Integrating Internal and External Communication Practices

Effective organisations coordinate internal and external communication practices to ensure consistency.

For example:

- Marketing teams share campaign plans internally before launching externally.
- Customer service teams receive internal updates to improve external contact.
- Policy changes are explained internally before being communicated outside.

This integration prevents conflicting messages and supports a unified organisational identity.

4. Why Investigating These Practices Matters

Investigating organisational communication practices helps learners understand:

- How communication systems work in real businesses
- Why some organisations communicate effectively while others struggle
- How internal and external practices interact
- How communication affects performance, customer satisfaction and stakeholder trust

This understanding is essential for analysing workplace communication and recommending improvements.



Over to you: Investigating Communication Practices

Choose an organisation you know (a workplace, college, retailer, charity or a fictional company). Complete the following:

1. Identify **three internal communication practices** the organisation uses (e.g., staff meetings, intranet, feedback surveys).
2. Identify **two external communication practices** (e.g., social media updates, customer service protocols, supplier meetings).
3. Explain **how each practice supports communication** and contributes to organisational effectiveness.
4. Recommend **one improvement** that could strengthen internal or external communication.

Tip: Consider how information is shared, who receives it, how quickly communication flows, and whether messages are consistent.



Need to Know

Team dynamics directly impact service quality, efficiency, and workplace morale in hospitality.



Industry Insight – How Apple Uses Integrated Communication Practices

Apple is recognised for its highly coordinated communication systems—both internally and externally.

Internally, Apple relies on **closed-loop communication**, where teams share updates quickly through secure digital platforms and regular cross-functional meetings. Designers, engineers

and marketers collaborate closely to ensure product details remain consistent.

Externally, Apple uses **strict brand communication guidelines**, ensuring that all customer-facing information—from adverts to retail staff scripts—is aligned and high quality. Supplier communication is also tightly managed through scheduled updates and partnership protocols.

What this shows:

- Strong internal and external communication practices help maintain brand consistency.
- Coordinated communication supports innovation and protects reputation.
- Effective communication between departments and external partners contributes to Apple's global success.

Revision on the Go: Team Dynamics

Organisations use a range of practices to support strong internal and external communication.

Internally, key practices include regular team briefings, clear reporting structures, digital communication platforms, internal newsletters, staff feedback channels, interdepartmental collaboration and communication training.

Externally, organisations rely on customer communication systems, PR and marketing teams, supplier communication protocols, CRM systems, compliance reporting and industry networking.

Together, these practices ensure information flows effectively, relationships are strengthened, and the organisation maintains a consistent and professional identity.



3.3 Evaluate communication tools, approaches and practices that support effective internal and external communications

- **Communication Tools, Approaches and Practices for Effective Internal and External Communication**

Effective communication is essential for organisational success. To operate smoothly, organisations must use communication tools, approaches and practices that support information sharing inside the business (internal communication) and with customers, suppliers, partners and the wider public (external communication).

This section evaluates the strengths and limitations of a range of communication tools and approaches, showing how they contribute to effective communication across organisational environments.

1. Evaluating Communication Tools

Communication tools are the platforms, technologies and formats used to send and receive information.

a. Email

Strengths:

- Useful for formal messages and documentation
- Clear record of communication
- Quick and widely accessible

Limitations:

- Risk of information overload
- Tone may be misinterpreted
- Not ideal for urgent or sensitive discussions

Evaluation:

Effective for routine communication but should be combined with other tools to prevent miscommunication or delays.

b. Digital Collaboration Platforms (e.g., Teams, Slack)

Strengths:

- Real-time communication
- Supports teamwork and file sharing
- Reduces email overload

Limitations:

- Requires digital literacy

- Can become distracting if overused

Evaluation:

Excellent for fast-paced internal collaboration, particularly for cross-department projects.

c. Intranet Systems

Strengths:

- Central location for policies, procedures and updates
- Ensures version control
- Accessible to all employees

Limitations:

- Information may become outdated without regular maintenance
- Engagement depends on staff usage

Evaluation:

An effective tool for organisation-wide communication—supports consistency and transparency.



Did you Know

Intranet systems remain one of the most effective tools for policy communication—when they are kept updated and user-friendly.

d. Meetings (Face-to-Face or Virtual)

Strengths:

- Allows two-way discussion
- Effective for problem-solving
- Reduces misunderstandings

Limitations:

- Time-consuming
- Ineffective if poorly planned or too frequent

Evaluation:

Highly effective for complex or sensitive issues but must be structured and purposeful.



Did you Know

Organisations using collaboration platforms (like Teams, Google Share, Slack) experience an average 20–25% increase in productivity, thanks to faster communication.

e. Reports and Written Documents

Strengths:

- Provide detailed, formal information
- Support accountability and decision-making
- Helpful for external stakeholders

Limitations:

- Can be lengthy and time-consuming to produce
- Risk of unclear writing

Evaluation:

Essential for compliance and external communication but must be clear and well structured.

f. Social Media and Websites

Strengths:

- Key tools for external communication
- High visibility and engagement
- Useful for marketing and customer updates

Limitations:

- Public mistakes can harm reputation
- Requires careful brand management

Evaluation:

Highly effective for external communication when monitored and used professionally.

2. Evaluating Communication Approaches

Communication approaches describe *how* messages are delivered, managed and understood.

a. Two-Way Communication

Strengths:

- Encourages questions and clarification
- Builds trust and engagement
- Reduces resistance to change

Limitations:

- Requires time and openness from managers

Evaluation:

One of the most effective approaches for internal communication, especially during change.

b. Top-Down Communication

Strengths:

- Provides clear direction from leadership
- Useful for policies, goals and compliance

Limitations:

- Risk of employees feeling excluded
- Misinterpretation if no feedback channels

Evaluation:

Effective for formal updates but must be supported with feedback opportunities.

c. Peer-to-Peer Communication

Strengths:

- Builds strong working relationships
- Encourages collaboration and problem-solving

Limitations:

- May lead to inconsistent messaging if not guided by managers

Evaluation:

Useful in teamwork-focused organisations; requires supportive culture and clear guidelines.

d. Tailored Communication

Strengths:

- Messages suit the needs of different audiences
- Reduces confusion and improves relevance

Limitations:

- Requires planning and awareness of audience needs

Evaluation:

Highly effective for both internal and external communication, especially in diverse organisations.

e. Transparent and Open Communication

Strengths:

- Builds trust
- Reduces rumours or misinformation
- Supports ethical practices

Limitations:

- Must balance honesty with confidentiality

Evaluation:

A key approach for building strong internal and external relationships.

3. Evaluating Communication Practices

Communication practices are the ongoing routines and behaviours that organisations use to support effective communication.

a. Regular Briefings and Updates

Strengths:

- Keeps employees informed
- Builds alignment across teams

Evaluation:

Effective if updates are relevant and consistent.

b. Staff Training in Communication Skills

Strengths:

- Improves professionalism and clarity
- Reduces workplace conflict

Evaluation:

Highly beneficial, especially in customer-facing organisations.

c. Centralised Information Sharing (Policies, Procedures, FAQs)

Strengths:

- Ensures everyone receives the same information
- Supports compliance

Evaluation:

Essential for risk management and operational consistency.

d. Customer Service Protocols

Strengths:

- Ensures consistent external communication

- Enhances customer trust

Evaluation:

Effective for maintaining professional standards and customer satisfaction.

e. Feedback and Consultation Processes

Strengths:

- Encourages employee engagement
- Supports continuous improvement

Evaluation:

One of the most effective practices for building a communication culture that listens and evolves.

To evaluate communication tools, approaches and practices, it is important to consider their advantages, limitations and suitability for different contexts. Effective organisations combine multiple methods – digital platforms, meetings, written communication, feedback systems and clear policies – to support smooth communication both internally and externally.

Successful communication strategies are flexible, audience-focused and supported by consistent organisational practices.



Industry Insight – How Tesco Uses Multi-Channel Communication

Tesco, one of the UK’s largest retailers, uses a blend of communication tools and practices to ensure staff, suppliers and customers are consistently informed.

Internal communication:

- Tesco uses digital apps and intranet tools to share store updates, shift information and policy changes.
- Regular team huddles and manager briefings ensure frontline staff receive messages clearly and quickly.
- A structured feedback process allows employees to raise concerns or suggest improvements.

External communication:

- Tesco uses customer service platforms, loyalty apps and social media to communicate with millions of customers daily.
- Supplier communication is supported through shared portals and regular review meetings.

Why this works:

Tesco evaluates its tools based on speed, clarity and accessibility, ensuring the right message reaches the right audience at the right time.



Did you Know

Email overload affects over 60% of employees, reducing efficiency and increasing stress.

Revision on the Go:

Organisations use a combination of communication tools (emails, meetings, digital platforms, intranets), approaches (two-way communication, tailored communication, transparency) and practices (briefings, training, feedback systems) to ensure information flows smoothly inside and outside the workplace.

To evaluate them, consider:

- Effectiveness: Does the method improve clarity and understanding?
- Efficiency: Does it save time or reduce confusion?
- Suitability: Is it appropriate for the message and the audience?
- Limitations: Does it create barriers (e.g. overload, misinterpretation, digital challenges)?

Effective communication requires using the right tool, delivered with the right approach, supported by consistent organisational practices.



Over to you: Evaluating Communication Tools

Choose a real or hypothetical organisation. Then complete the following tasks:

1. Identify three communication tools used internally (e.g. email, meetings, messaging apps).
2. Identify two communication tools used externally (e.g. social media, reports, customer service software).
3. Evaluate each tool by explaining:
 - What it is used for
 - One strength
 - One limitation
4. Recommend one improvement based on your evaluation, explaining how it would enhance communication effectiveness.

Tip: Consider how different tools work better for quick updates, sensitive conversations, detailed reports or customer interactions.

3.4 Plan improvements in workplace communications and implement the plan.

- **Planning and Implementing Improvements in Workplace Communications**

Evaluating workplace communication is valuable only if the findings lead to practical improvements. Organisations often discover issues such as unclear messages, delayed communication, inconsistent approaches between departments, or poor engagement with external stakeholders. To address these issues, managers and employees must develop a structured communication improvement plan and implement it effectively.

This section explains how to plan communication improvements, what a communication plan should include, and how to implement and monitor it successfully.

1. Why Plan Communication Improvements?

A communication plan helps organisations:

- Address weaknesses identified through communication audits or feedback
- Improve clarity, consistency and efficiency
- Strengthen internal collaboration and external relationships
- Support organisational goals, change initiatives and customer experience
- Reduce errors, conflict and communication delays

Planning ensures improvements are **targeted**, **achievable** and **measurable**.

2. Steps to Planning Communication Improvements

Planning workplace communication improvements typically involves the following structured steps:

Step 1: Identify Communication Problems or Gaps

This step should build on communication evaluation findings.

Common issues may include:

- Slow information flow
- Misunderstood messages
- Overuse or misuse of certain tools (e.g., too many emails)
- Poor cross-department communication
- Lack of feedback channels
- Outdated communication systems
- Inconsistent external messaging

Purpose: Ensures improvements address real issues rather than assumptions.

Step 2: Set Clear Communication Improvement Objectives

Objectives should be **SMART**:

- Specific – clearly describe the improvement
- Measurable – able to track progress
- Achievable – realistic with available resources
- Relevant – aligned with organisational needs
- Time-bound – include deadlines

Examples:

- “Reduce internal email traffic by 20% within 3 months.”
- “Introduce monthly cross-department meetings to improve project coordination.”
- “Achieve 90% compliance with updated customer communication guidelines.”

Step 3: Choose Appropriate Tools, Approaches and Practices

Depending on the communication issue, improvements may involve:

Internal communication tools & practices:

- New digital platforms (Teams, Slack, project boards)
- Updated intranet pages for policies and procedures
- Regular team huddles or briefings
- Communication training for staff
- Introducing feedback mechanisms

External communication tools & practices:

- Updated customer service scripts
- Improved CRM systems
- Social media communication guidelines
- Standardised responses for suppliers or partners
- Clearer brand communication protocols

Purpose: Select solutions that directly address communication weaknesses.

Step 4: Create an Implementation Plan

An implementation plan outlines how improvements will be introduced.

It should include:

- Actions to be taken
- Who is responsible
- Timeline
- Resources required
- Training or support needed

Example implementation actions:

- Launch a new digital communication tool
- Train staff in its use
- Update procedures and communication protocols
- Communicate changes organisation-wide

Step 5: Communicate the Plan

Ironically, communication about communication improvements is essential.

Managers should:

- Inform all relevant employees and stakeholders
- Explain the purpose and expected benefits
- Provide clear instructions
- Encourage questions and feedback

Outcome: Greater buy-in and smoother implementation.

Step 6: Implement the Improvements

This involves putting the plan into action. Examples may include:

- Installing new communication software
- Running training sessions
- Rolling out updated customer communication procedures
- Holding the first cross-department meeting
- Launching a new internal newsletter

Outcome: Improvements are put into practice, enabling change.

Step 7: Monitor and Review Progress

To ensure improvements are successful, organisations must monitor:

- Whether communication is clearer or faster
- Whether stakeholders are more engaged
- Whether misunderstandings have reduced
- Employee or customer feedback
- Performance data (e.g., fewer delays, fewer complaints)

Adjustments should be made where necessary.

3. Example: Communication Improvement Plan (Short Illustration)

Problem: Staff missing key updates due to email overload.

Objective: Reduce unnecessary emails by 25% within 3 months.

Tools/Practices: Introduce Teams channels for daily updates; email reserved for essential communication.

Implementation:

- Train staff to use Teams (Week 1–2)
- Launch new communication guideline (Week 3)
- Review usage after 6 weeks

Monitoring: Track email volume, staff feedback and project delays.

4. Why Implementation Matters

Even strong plans fail if implementation is weak. Effective implementation requires:

- Leadership support
- Clear instructions
- Adequate training
- Monitoring and evaluation
- Willingness to adjust

When done well, communication improvements lead to better teamwork, stronger relationships and higher organisational performance.



Did you Know

85% of workplace problems are related to poor communication rather than technical issues.

Revision on the Go:

Improving workplace communication requires a structured plan. Start by identifying communication problems (e.g., delays, unclear messages, poor coordination). Set SMART goals for improvement, select appropriate tools (such as digital platforms, meetings or intranet updates), and design an implementation plan with responsibilities, timelines and resources.

Once implemented, organisations must monitor progress, gather feedback and adjust the plan if needed. Effective communication improvement planning leads to clearer messaging, stronger collaboration, better customer relationships and higher organisational performance.



Over to you: Designing your own communication improvement plan

Choose an organisation you know (e.g. a workplace, a shop, a charity, school/college, or a fictional company). Complete all tasks:

1. Identify a communication problem

Examples: slow updates, confusing emails, poor interdepartmental communication, weak customer communication, no feedback channels.

2. Write a SMART objective

E.g., “Increase staff understanding of weekly priorities by introducing a Monday briefing, achieving 90% attendance within 6 weeks.”

3. Choose improvement methods

Examples:

- Introduce a new communication tool
- Start regular team briefings
- Improve external communication scripts
- Create a centralised intranet page
- Offer communication training

4. Create an implementation plan

Include:

- Actions
- People responsible
- Timeline
- Resources required

5. Explain how you will monitor success

Consider feedback, performance indicators, customer responses, or reduced errors.



Industry Insight – Starbucks’ digital communication platform

Starbucks operates thousands of stores across multiple countries, making communication complex.

To improve consistency and reduce misunderstandings, Starbucks leadership implemented a global digital communication platform called “Partner Hub.”

This communication improvement plan included:

- Updating store managers daily with clear operational information
- Standardising messages to eliminate inconsistencies
- Introducing training modules to improve communication skills
- Providing two-way feedback tools so frontline staff could raise concerns

Results:

- Faster implementation of new products
- Higher staff engagement
- Better consistency across all global stores

This real-world example shows that when communication improvements are well-planned and monitored, they significantly enhance organisational performance.





Case Study – Improving Communication at GreenStone Manufacturing

GreenStone Manufacturing, a medium-sized furniture company, noticed increasing problems with communication. Staff frequently missed deadlines because information was not shared consistently across departments. Customer complaints also rose due to slow response times and conflicting information from different teams.

Identified Problems

- Over-reliance on email, leading to message overload
- No central place for staff to check updates or policies
- Irregular communication between production, sales and customer service
- Outdated customer communication guidelines

Planned Improvements

1. Introduce a digital collaboration platform for internal communication (e.g., Teams).
2. Create a central intranet page for policies, daily updates and schedules.
3. Launch weekly cross-department meetings to improve coordination.
4. Update customer service scripts and provide training.

Implementation Plan

- IT department sets up the new platform and trains all teams (2 weeks).
- HR updates communication protocols and posts them on the intranet.
- Managers begin weekly meetings every Monday morning.
- Customer service staff undergo updated communication training.

Monitoring and Review

- Track reduction in missed deadlines and customer complaints
- Collect staff feedback through surveys
- Adjust weekly briefing structure after 1 month
- Review customer response times quarterly

Outcome

Within three months, communication became quicker and more consistent. Staff reported clearer expectations, and customer complaints dropped by 30%. GreenStone learned that planned communication improvements only succeed when implemented systematically and monitored continuously.

Case Study Questions

1. Based on the communication problems identified at GreenStone, which issue do you think had the greatest impact on organisational performance, and why?

Consider internal delays, customer complaints, cross-department coordination and message overload.

2. Evaluate the effectiveness of GreenStone's chosen communication improvements. Which improvement do you believe will have the most long-term impact, and what makes it particularly effective?

Think about digital tools, regular meetings, intranet updates, or customer service training.

3. Suggest one additional improvement GreenStone could implement to further strengthen its internal or external communication. Explain how this improvement would support organisational efficiency or customer satisfaction.

For example: new feedback channels, clearer reporting structures, communication training, or revision of external communication protocols.



Reading List

- Kelly, M. & Williams, M. (2020). *Business Communication: Process and Product*. 9th edn. Boston: Cengage Learning.
- Huber, D.L. (2022). *Leadership and Nursing Care Management*. 7th edn. St. Louis, MO: Elsevier. Chapter 7, pp. 125–150. ISBN: 978-0-323-69812-6.
- Stanton, N. (2019.) *Mastering Communication*. 6th edn. London: Red Globe Press (Palgrave Macmillan). ISBN: 978-1-352-00291-4.
- West, R. & Turner, L.H. (2023). *Understanding Interpersonal Communication: Making Choices in Changing Times*. 3rd edn. Boston: Cengage Learning.
- Guirdham, M. (2017). *Communicating Across Cultures at Work*. 4th edn. London: Palgrave Macmillan.
- Fitzpatrick, L. & Valskov, K. (2022). *Internal Communications: A Manual for Practitioners*. 2nd edn. London: Kogan Page.
- Hargie, O. & Tourish, D. (2021). *Auditing Organizational Communication: A Handbook of Research, Theory and Practice*. 2nd edn. London: Routledge.
- Răducan, R. & Răducan, R. (2019). 'Communication styles of leadership tools', *Procedia – Social and Behavioral Sciences*, 221, pp. 255–261.
(Latest journal publication; original conference paper remains foundational)
- Schramm, W. (1955). 'How communication works', in Schramm, W. (ed.) *The Process and Effects of Mass Communication*. Urbana: University of Illinois Press.

Websites

- [www.futurelearn](http://www.futurelearn.com) -Micro credentials
- <https://www.cipd.co.uk/>
- <http://www.prospects.ac.uk/><https://www.open.ac.uk/>
- <https://www.assessment.com/>

Summary

In this chapter you looked at how management can support teams and other groups, departments or sections within and outside an organisation to communicate effectively.

You investigated organisational practices that support internal and external workplace communications.

You evaluated communication tools, approaches and practices that support effective internal and external communications.

On completion of this chapter, you learnt how to plan improvements in workplace communications and implement the plan.

Glossary

Word / Term	Explanation
Active listening	fully focusing on the speaker, using verbal and non-verbal cues, and confirming understanding.
Audience analysis	assessing the needs, expectations and knowledge of the people receiving a message.
Barriers to communication	obstacles that disrupt messages, such as noise, unclear language, culture, or poor technology.
Body language	non-verbal signals like gestures, posture, eye contact and facial expressions.
Communication skills	the ability to give and receive information clearly and effectively, both verbally and in writing. Essential for interacting with guests and colleagues.
Customer service	providing helpful, friendly, and professional support to guests before, during, and after their stay. Good customer service is crucial for guest satisfaction and loyalty.
Digital technology	electronic tools, systems, and devices that generate, store, or process data, such as computers, smartphones, websites, and apps.
Employability skills	the set of personal and professional skills – such as communication, teamwork, problem-solving, and time management – that enable individuals to gain employment and succeed in the workplace.
Employment	the state of having paid work. In tourism, employment refers to the jobs and roles created within sectors such as accommodation, transport, attractions, and travel services.
Feedback mechanisms	processes that allow employees to respond, ask questions or share views.
Formal communication	structured, official communication such as reports, presentations or policy briefings.
Hard skills	technical or job-specific skills that can be taught and measured, such as using reservation systems, food safety training, barista skills, or housekeeping procedures.
Intranet	a private internal website for sharing documents, policies and updates.
Interpersonal communication	communication between individuals using verbal, non-verbal and written methods.
Jargon	specialised words used in a workplace or industry that may confuse others.
Non-verbal communication	communication through tone, expression, posture and movement rather than words.
Organisational culture	shared values and behaviours that influence communication within an organisation.

Policies and procedures	formal rules and guidelines that employees must follow.
Professionalism	behaving in a respectful, responsible, and reliable manner that reflects well on the business and the employee, including appearance, communication, and conduct.
Self-awareness	understanding your own communication strengths and weaknesses
Tailored communication	adjusting the message to suit different audiences or situations.
Two-way communication	communication that allows interaction, feedback and questions.
Soft skills	personal qualities and behaviours that improve workplace performance, including interpersonal skills, adaptability, emotional intelligence, and professionalism.
SWOT analysis	a strategic planning tool used to identify an organisation's internal Strengths and Weaknesses, as well as external Opportunities and Threats.
Teamwork	the ability to work effectively with others to achieve shared goals. In hospitality, teamwork is essential for smooth operations and positive guest experiences.
Transferable skills	skills that can be used in many different jobs and settings, such as customer service, leadership, IT skills, and decision-making.

Self-assessment Tests

True/false questions

Answer True or False to the following statements. Justify your answers.

1. Regular communication updates during change help maintain momentum and reduce uncertainty among employees.
2. Workforce commitment to change is achieved mainly through policy enforcement rather than communication.
3. Internal communication tools such as intranets and training programmes help employees understand organisational procedures and follow them consistently.
4. Sharing ideas and new developments is only possible during formal meetings and cannot be supported by digital platforms.
5. Technological issues, such as outdated communication platforms, can act as significant communication barriers in organisations.
6. All communication barriers can be eliminated simply by increasing the amount of information shared.
7. Managing emotional responses can improve communication by preventing unhelpful reactions during stressful interactions.
8. Non-verbal communication plays only a minor role in shaping how messages are understood.
9. Effective communication helps reduce workplace conflicts by improving understanding between individuals and teams.
10. Non-verbal communication has little impact on how messages are interpreted in the workplace.
11. Recommendations should always be aligned with organisational goals and address specific communication problems.
12. Once recommendations are made, it is not necessary to measure whether they have improved communication.
13. Managers help communication inside the organisation by encouraging two-way feedback and open discussions.
14. External communication works best when employees communicate with customers or suppliers without any guidance.
15. Internal communication practices such as intranets and team meetings help employees stay informed and aligned.

Multiple-choice questions

1. Which of the following best describes why effective communication is important in organisations?
 - A. It eliminates the need for meetings.
 - B. It improves clarity, coordination, and decision-making.
 - C. It ensures that only managers are informed.
 - D. It focuses mainly on external customers.

2. Which type of communication involves official channels such as reports, policies and formal meetings?
 - A. Informal communication
 - B. Non-verbal communication
 - C. Formal communication
 - D. External communication

3. Which of the following is a common barrier to effective communication?
 - A. Information overload
 - B. Clear feedback
 - C. Organisational goals
 - D. Effective teamwork

4. What should be the starting point when proposing communication improvements in an organisation?
 - A. Personal preference
 - B. Evidence from communication evaluation
 - C. What other organisations are doing
 - D. Cost of new technology

5. Which of the following is an example of a measurable recommendation?
 - A. "Encourage staff to communicate more often."
 - B. "Introduce a weekly team briefing and track attendance and feedback."
 - C. "Ask employees to avoid misunderstandings."
 - D. "Use more complicated communication tools."

6. Which recommendation best targets the issue of inconsistent information between departments?

- A. Hire more managers
- B. Create a central communication hub or intranet for organisation-wide updates
- C. Reduce staff meetings
- D. Stop using written communication

7. Which communication practice is most used to help new employees understand organisational policies and procedures?

- A. Innovation workshops
- B. Induction and onboarding programmes
- C. Informal conversations
- D. Suggestion portals

8. Which system best supports the sharing of ideas and new initiatives across departments?

- A. Policy handbooks
- B. Intranet storage
- C. Cross-functional project groups
- D. Disciplinary procedures

9. Why are digital collaboration tools valuable for organisational communication?

- A. They replace the need for formal training
- B. They allow real-time sharing of ideas and documents
- C. They eliminate the need for managers
- D. They are used only for policy updates

10. Which communication practice is most effective for increasing employee involvement in organisational change?

- A. One-way email announcements
- B. Anonymous suggestion schemes and Q&A sessions
- C. Restricting information until the change is complete
- D. Removing opportunities for discussion

11. Why is leadership visibility important during organisational change?

- A. It eliminates the need for staff training
- B. It reduces the amount of communication required
- C. It builds trust and reassures employees about the change
- D. It ensures employees do not ask questions

12. What is the primary purpose of providing training communication during change?

- A. To increase staff workloads
- B. To reduce employees' need to adapt
- C. To ensure employees feel capable and supported during the transition
- D. To discourage employee participation

13. Which of the following best describes a communication barrier caused by information overload?

- A. Employees always communicate clearly.
- B. Staff receive too much information, making it hard to identify what is important.
- C. Employees have too much free time.
- D. Staff receive no information at all.

14. What remedy would best address unclear or overly technical communication?

- A. Increasing the number of emails sent
- B. Encouraging the use of plain language and providing communication guidelines
- C. Reducing all verbal communication
- D. Introducing more layers of management

15. Which tool or approach is most effective for improving two-way communication?

- A. One-directional announcements
- B. Eliminating team meetings
- C. Anonymous feedback channels or Q&A forums
- D. Blocking all informal communication

16. Which of the following best describes active listening?

- A. Preparing your response while the other person is speaking
- B. Waiting silently without engagement
- C. Fully concentrating, summarising and responding appropriately
- D. Interrupting to speed up the conversation

17. Which strategy would best help improve clarity when communicating?

- A. Adding more unnecessary detail
- B. Using short, structured and direct messages
- C. Speaking as quickly as possible
- D. Avoiding planning before speaking

18. What is one key benefit of using assertiveness techniques?

- A. It helps individuals dominate conversations
- B. It encourages passive communication
- C. It allows individuals to express needs respectfully and confidently
- D. It avoids addressing problems

19. Which action best supports effective communication between departments?

- A. Allowing departments to work entirely independently
- B. Providing cross-department meetings and shared project updates
- C. Reducing communication to only written memos
- D. Stopping informal communication

20. Why is management consistency important in workplace communication?

- A. It reduces the number of meetings
- B. It ensures all employees receive the same message and expectations
- C. It encourages employees to avoid feedback
- D. It limits external communication

21. Which practice best supports effective communication with external stakeholders?

- A. Leaving employees to communicate without guidelines
- B. Setting clear protocols for customer and supplier communication
- C. Avoiding the use of digital tools
- D. Allowing only informal conversations

22. Which of the following is an example of an internal communication practice?

- A. Press releases
- B. Team briefings and staff meetings
- C. Supplier contracts
- D. Customer surveys

23. Which organisational practice is most used to maintain consistent communication with customers?

- A. Staff social events
- B. CRM systems and customer service protocols
- C. Internal newsletters
- D. Supplier negotiation meetings

24. Why do organisations use cross-department collaboration practices?

- A. To reduce the number of communication channels
- B. To ensure departments compete rather than cooperate
- C. To improve coordination, knowledge sharing and consistency
- D. To limit communication between teams

25. Which communication tool is most effective for storing policies and procedures accessible to all staff?

- A. Social media
- B. Intranet system
- C. Informal conversations
- D. Customer service script

26. Which communication approach is most effective for reducing misunderstanding and improving engagement?

- A. One-way communication
- B. Two-way communication
- C. Avoiding feedback
- D. Only using written communication

27. Which practice best supports consistent communication across an organisation?

- A. Occasional informal chats
- B. Regular structured briefings and updates
- C. Leaving departments to communicate independently
- D. Avoiding digital tools

28. What is the first step in planning communication improvements?

- A. Choosing a new communication tool
- B. Identifying communication problems
- C. Designing a feedback form
- D. Monitoring progress

29. A SMART communication improvement objective must be:

- A. Short and informal
- B. Flexible and optional
- C. Specific, Measurable, Achievable, Relevant, Time-bound
- D. Only measurable and time-bound

30. Why is monitoring important after implementing communication improvements?

- A. It ensures the plan never changes
- B. It helps identify whether the improvements are working
- C. It reduces the need for employee feedback
- D. It ensures communication stays top-down only

Answers to true/false questions

1. *True.* Regular communication updates during change help maintain momentum and reduce uncertainty among employees.

2. *False.* Workforce commitment to change is achieved mainly through communication rather than policy enforcement.

3. *True.* Internal communication tools such as intranets and training programmes help employees understand organisational procedures and follow them consistently.

4. *False.* Sharing ideas and new developments is not only possible during formal meetings and can be supported by digital platforms.

5. *True.* Technological issues, such as outdated communication platforms, can act as significant communication barriers in organisations.

6. *False.* All communication barriers CANNOT be eliminated simply by increasing the amount of information shared.

7. *True.* Managing emotional responses can improve communication by preventing unhelpful reactions during stressful interactions.

8. *False.* Non-verbal communication plays only a MAJOR role in shaping how messages are understood.

9. *True.* Effective communication helps reduce workplace conflicts by improving understanding between individuals and teams.

10. *False.* Non-verbal communication has a MAJOR impact on how messages are interpreted in the workplace.

11. *True.* Recommendations should always be aligned with organisational goals and address specific communication problems.

12. *False.* Once recommendations are made, it IS necessary to measure whether they have improved communication.

13. *True.* Managers help communication inside the organisation by encouraging two-way

feedback and open discussions.

14. *False*. External communication works best when employees communicate with customers or suppliers WITH any guidance.

15. *True*. Internal communication practices such as intranets and team meetings help employees stay informed and aligned.

Answers to multiple-choice questions

1. (b) It improves clarity, coordination, and decision-making.
2. (c) Formal communication
3. (a) Information overload
4. (b) A tool to analyse strengths, weaknesses, opportunities, and threats
5. (b) "Introduce a weekly team briefing and track attendance and feedback."
6. (b) Create a central communication hub or intranet for organisation-wide updates
7. (b) Induction and onboarding programmes
8. (c) Cross-functional project groups
9. (b) They allow real-time sharing of ideas and documents
10. (b) Anonymous suggestion schemes and Q&A sessions
11. (c) It builds trust and reassures employees about the change
12. (c) To ensure employees feel capable and supported during the transition
13. (b) Staff receive too much information, making it hard to identify what is important.
14. (b) Encouraging the use of plain language and providing communication guidelines
15. (c) Anonymous feedback channels or Q&A forums
16. (c) Fully concentrating, summarising and responding appropriately
17. (b) Using short, structured and direct messages
18. (c) It allows individuals to express needs respectfully and confidently
19. (b) Providing cross-department meetings and shared project updates
20. (b) It ensures all employees receive the same message and expectations
21. (b) Setting clear protocols for customer and supplier communication
22. (b) Team briefings and staff meetings
23. (b) CRM systems and customer service protocols
24. (c) To improve coordination, knowledge sharing and consistency
25. (b) Intranet system
26. (b) Two-way communication
27. (b) Regular structured briefings and updates
28. (b) Identifying communication problems
29. (c) Specific, Measurable, Achievable, Relevant, Time-bound
30. (b) It helps identify whether the improvements are working