AN EFFICIENT COMMUNICATION WITH "PROCESS COMMUNICATION MANAGEMENT"

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An organisation is not defined only by its products or services but also by the ability of communication of its employees and its managerial team. The manager's ascent itself on the hierarchical steps of his profession, a fact confirming the success is determined by his ability to communicate efficiently. The managerial communication is a factor of competitiveness and a strategical advantage of an organisation. We are going to present one of the most efficient models of the management of communication, that is Process Communication Management. It defines the manager's style of communication who has a strong impact not only on the efficiency of the act of communication but also on the climate of communication and on the other it displays the people's privileged ways to perceive the world (building a model based on six types of personality) irrespective of the activity it performs or the environment where it finds itself.
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On a personal scale, the communication allows a correct defining and understanding of the messages the acquiring of the cooperation of those around, the detension of a tensed state. On a managerial scale, the communication is a device with the help oh which the manager sends and gets information and decisions, accepts or rejects some solutions, plans, organises, trains, controls, prepares and implants the change.

The communication is a complex process that imprints all the activities that are displayed in the interior of an organisation but in the ecterior background too where it opperates[233]; it also influences the processes of gathering, re-making, stocking and transmitting of the necessary information to take and apply the management decisions. The analytical step is structured on a theoretical base followed by graphical exemples.

The explanation of misunderstanding disagreement or even conflicts is to be found in the communication, in the barriers people rise more or less deliberately in the communication road[234].

One of the most efficient models of communication management is Process Communication Management (PCM). Through PCM, we'll get better acquainted and we'll better understanding eachother, we'll better understand the others and we'll be able to keep up the communication in the contents plan, avoiding the side slipping in the plan of the connection.

In order, to understand each other, it is necessary to know and respect the other's needs, aspirations, interests and expectations. At the same time, it is desirable to be conscious of our own needs, aspirations, interests and expectations. Inside a communication, there is a content (What) anh there is also a process (How). Most times, the process is more important than the content. PCM is the American Psychologist Taibi Kahler's creation and it has been used by NASA in order to selsct astronauts. It was about how to estimate the team's compatibility and to forsee their behaviour when shut off in a spaceship far away in the immensity of the space. PCM has been examined for 13 years and it was tested by half a million of people on five continents in education, business, politics, sales, religion, family and personal relationships.

The model PCM has been successfully used in business sales, education, politics, medicine, family and personelrelationships; it has also been used as a method of knowledge, self-knowledge and personal development. At the same time, PCM fits efficiently to the activity done by the managers in the instituations where they act, becoming an active part of the whole process of communication.

The personality structure. PCM sets out from the people's privileged ways to perceive the world, building a model based on six types of personality: Bombastic (grandiloquent), Workaholic (that will be named Pensive), Assiduous (Tenacious), Dreamer, Rebel and Promotor. Each type of personality has its strong parts and privileged means of communication, its own psychological needs and its typical behaviours in conditions of stress. Knowing all this, we may have an extra chance to manage in a positive way the communication, maintaining it in the plan of the content and cultivated an adequate relationship. Each type of personality has strong parts and some less strong. The six elements of our personality compose the personality structure[235] (*Figure 1*).

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233 Olivesi Stephane, Comunicarea managerială, Editura Tritonic, 2005, p. 4.

234 Niculae Tudorel, Gherghiţă Ion, Gherghiţă Diana, Comunicarea organizaţională şi managementul situaţiilor de criză, Editura Ministerului Administraţiei şi Internelor, Bucureşti, 2006, p. 42.

235 Taibi Kahler, The Mastery of Management: How to Solve the Mystery of Mismanagement, Edition 4, Published by Kahler Communications Inc, 1988, pp. 18-23

Figure 1 Personality structure
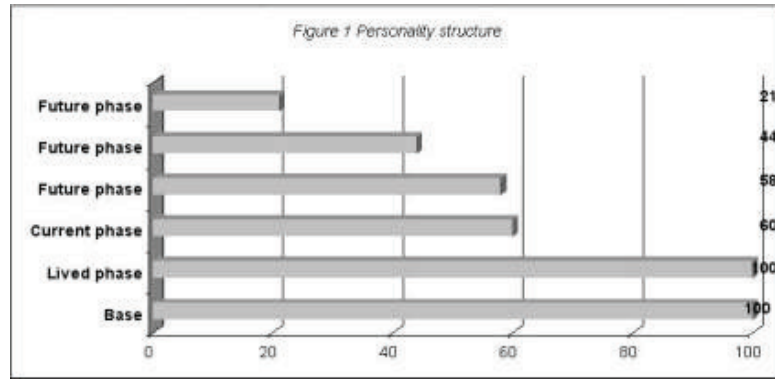
Thees, if we take into consideration only the base and the phase we have thirty possible types of personality combinations. The six types of personality can occupy the upper levels of the personality house in 720 different manners. If we also take into consideration the available energy on each level, we get to an infinity of human types: each person is unique. The project of the personality house is already done, we have had it since we were two years old. We have already built the base and the first level (the phase). Until we are six, we build the other four levels; at this age, we have already had our personality house entirely built. During uor life we are furnishing gradually our personality house. Obviously, it is much easier to carry the "furniture" to the lower levels and much more difficult to the upper ones because the comfort is little. In other words, it is more difficult by for to use the types of personality from the upper levels. If we feel good, if our psychological needs are satisfied, then we can "take the elevator" to climb to the right level in the "personality type". If the situation asks for it, we climb to that part of our personality that best suits to the situation in which we are and we can stay there more or less, depending on how much that part of our personality is developped. Then, it is adequately to get down to the level where we live (the present phase) and load up sur psychological batteries (to satisfy our specific psychological needs).

If our psychological needs are not satisfied, we can get into stress. In this case, we cannot anymore climb towards the phose of personality asked by the situation, on the contrary we get dowm to the lower levels and we function automatically, led by a stress driver or by a failure script, specific to our type of personality.

These are extremly usefull things to know because, in this way we can learn how to anticipate our getting into stress and take some precautions measurea: the way we eat when we are hungry, in the same way we up sur psychological batteries when the led lights.

We are different. We all have dufferent modalities to perceive the world. Paul Wave pointed out the fact that there are people who perceive the world through their emotions, people who perceive it through the filter of their "thinking" and people "see" the world through "action". Setting out from here, Taibi Kahler noticed that those who first think, can do it relying on objective facts and information (the type Pensive or Workaholic – as he named it) or taking into account principles, ideas or opinions that is preformed modalities to watch and interpret the world (the Assiduous). Further on, he devided those who have the action (behaviour) as their main purpose, in three categories: those who first act (then think or feel - Promotor), those who do not act and they are retreating (Dreamer) and those who are reacting (Rebel).

We can enjoy ourselves for the fact that we are different in order to communicate, understand and enrich, to develop and to be satisfied or we can be "upset" because the others look different or they do not understand us and sometimes scold us. It is our choice, the decision is ours.

The channels of communication. Each of us has one or several favourite channels of communication. On the whole, there are five channels of communication: Stopper-Reassuring, Informative-Interrogative, Nutritive, Directive, Emotional-Ludic. These channels refer to both the used words, but, especially to the non-verbal part of communication (gestures, mimic, tone of voice). Let's remember that only 7% of the message is conveyed through the word, because 38% is included in the tone of voice and the rest of 55% is conveyed through body language. Channel one is an emergency channel. The other four channels correspond to the positive transactions (*Table 1*[236]). In chart two, there are given exemples of the use of the communication channels, illustrating both the acceptance and non-acceptance from the part of the other person. The Stopper-Reassuring Channel (1) is a channel for emergency situations when the other person is overwhelmed by emotions and we are addressing to our senses. The Directive Channel is a communication channel through which clear definite respectful and calm orders are transmitted. When we use it we are connecting ourselves to the Normative (General) Parent. Kahler called this State of the Ego Manager, considering it a part of personality.

Table 1. The correspondance of the communication channels from PCM with positive transactions

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236 Idem, p. 210.

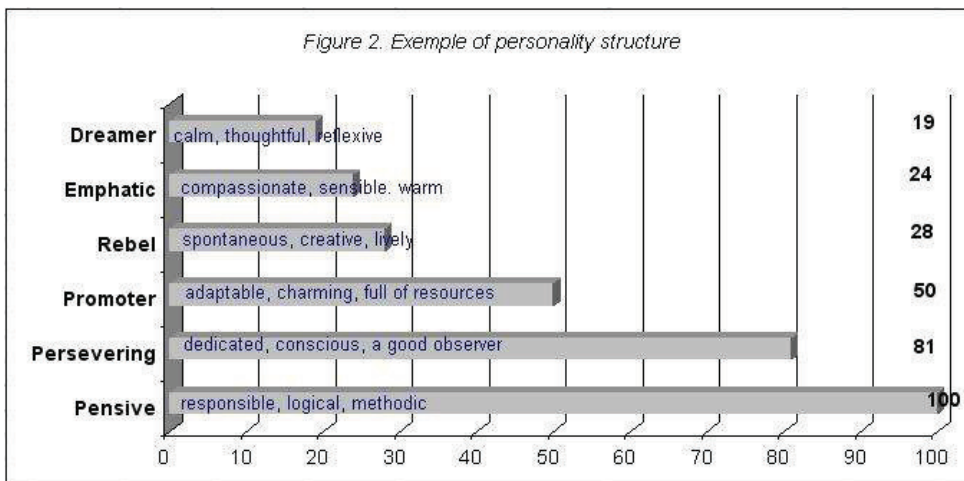| Nt. Crt.	Communication channel PCM	Positive transaction
1	Stopper-Reassuring	-
2	Directive	Normative Parent-Adult
3	Informative/Interrogative	Adult-Adult
4	Nutritive	Child-Nutritive Parent
5	Emotional-Ludic	Free Child-Free Child

The Informative-Interrogative Channel (3) is a communication channel through which am exchange of information is performed. The tone is neutral, the discourse is logical and the person appeals to his/her reflexive part. The emotion is not present. When we use it, we are connecting ourselves to the Adult Taibi Kahler called this State of the Ego, Ordinator – as a part of personality. The Nourishing Channel (4) is defined by the care, appreciation or compassion we have towards each other. When we use it we are connecting to the Careful Parent. Hahler called this State of the Ego, Protector, as a part of personality. The Emotional-Ludic Channel is the channel of expressing emotions when we are connecting to the child. Kahler renamed this State of the Ego Emotor, as a part of personality.

The Psychological Needs. The Psychological needs are wishes that must be satisfied if we want to have a good state of mind and our behaviour stay positive. The satisfying of our psychological needs represents an important and basical condition of motivation. Taibi Kahler has found some psychological needs (*Table 2*)[237]. We all possess these but we answer them in a different way. In other words, their priority is different from person to person.

Table 2. The psychological needs

The type of personality	Psychological needs
Emphatic	Acknowledgement as person and sense satisfaction
Pensive	The appreciation for the quality of the work and time structuration
Persevering	The appreciation for the quality of the work and for opinions
Dreaming	Solitude
Rebel	Ludic contacts
Promotor	Excitation

Even more, Kahler associated one or two specific psychological needs to each type of personnality. When the psychological needs are not satisfied, we have the necessary energy to manage the communication and to access, that part of personality fit to the moment. If we don't have our psychological needs satisfied, then it is very likely not to have the disponibility to manage the communication using the suitable channel. To exemplify, let's take into consideration a person with the personality structure (*Figure 2*)[238]. The communication channel the person is using in a natural manner is the Informative-Interrogative Channel.

Figure 2. Exemple of personality structure

Dreamer	calm, thoughtful, reflexive	19
Emphatic	compassionate, sensible. warm	24
Rebel	spontaneous, creative, lively	28
Promoter	adaptable, charming, full of resources	50
Persevering	dedicated, conscious, a good observer	81
Pensive	responsible, logical, methodic	100

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237 Ibidem, p. 256.
238 Taibi Kahler, The Mastery of Management: How to Solve the Mystery of Mismanagement, Edition 4, Published by Kahler Communications Inc, 1988, pp. 24-26

Simplifying in order to understand, the psychological needs in the first place are: the appreciation for the quality of the work done, the appreciation for the personal opinions and time-structuring (*Table 3*)[239].

Table 3. Exemples of using the communication channels

Nr. Crt.	Communication channel	Offer	Offer acceptance	Offer non acceptance
1	Retainer-Reassuring	Cool-down, Look at me, Listen to me, Breathe		
2	Directive	Please, buy me a packet of cigarettes	Of course, I'll bring it on hour when I come back	Buy it yourself!
3	Informative Interogative	What time is it?	Aquarter to one.	Buy a watch!
4	Alimental	You are a very pleasant	Thank you, it's very nice of you!	Yes…Did you read the repport I gave to you yesterday?
5	Emotional-Ludic	Have you seen the photos from the ball?	Oh, yes, cool! Excellent!	I don't have time for such a stupid thing!

If this needs are not satisfied, the person doesn't have either the posibility or the necessary energy to "take the left" and to access, for instance his/her creative, spontaneous and lively parts characteristic of the Rebel type but he/she rather remains blocked in automatic and unconscious behaviuors of the stress reaction, for instance the reproach, the criticism, rather observing what is wrong than what is good, manipulation, avoidance. These behaviours specific for the type of personnality and they are structured on three levels of stress: level one activates as the Driver, level two the Masques and level three which is a serious one – Despair. What is important is the fact that when the person in front of us seems to be stressed, which could lead to conflict and misunderstanding, bringing down the communication from the content plan into the relationship one, we can manage the communication, addressing to the specific psychological needs. Thus we have an additional chance to maintain a good relationship and keep the communication in the plan of the matter.

The satisfying of the psychological needs on negative ways. When we are not able to satisfy our psychological needs in a positive way, it is very possible to try to do this on negative ways. We are doing this because it is better to draw the attention in a negative way rather than being isolated.

The stress and the communication. Every moment of our life we are looking for satisfying our psychological needs. If we don't succeed in doing this in a positive way, then we enter stress and we try to satisfy them in a negative way. If satisfying the psychological needs means motivation, we can say that distress represents the dissatisfaction of the vital needs.

The knowledge of stress can help us to feel satisfied dispite of stress. In PCM, the stress is structured in three levels, from one to three, depending on its severity. In the first stage of stress, it is easy to change the behaviour. It is about very simple things to speak on the phone with a friend, to change your temporary activity, to have a drink with one of your colleagues[240]. In the second stage, the signals point to the fact that it's time to stop and be concerned with your own person. For instance, a manager realizes that he is on the point of overcontrolling, so to arrise serious problems to his team or he accumulates errors, that is he prepares big problems on long term. The third stage is rarer and easier repetable for it generally corresponds to a deep state of crises. The first degree stress is on alarm signal. In this situation a driver begins to function, an automatic mechanism which controls our behaviour. The moment the first signs of stress appear, we are warned that it is necessary to do something in order to satisfy our psychological needs. If we don't do this, we down to the second degree stress which is more serious. If, later on, our psychological needs are still unsatisfied, then we move downwards the third degree stress. This stress is very serious. If we live a longer period of time in this stress, we may be injured by serious illnesses. We must also know that the other's stress invites us to stress. To maintain the dialogue we need two persons, to break it only one.

There is no communication in stress. To take again the communication there is only one solution: getting out of stress. When we notice the first signs of stress at the person we are talking with, it is absolutely necessary to satisfy his/her psychological needs in order to take again the communication. At the same time, we can learn how to

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239 Idem, p. 267.

240 Bob Selden, Who do you need to Influence the Most? – Four Simple Skills, When and How to Apply Them, in Management communication, Volum I, Published by Business management ideas for your success, 2006, pp. 1-4

manage our own stress. Getting to know ourselves better we can thus get to recognise the first signs of stress that we can manage, removing them through satisfying our own psychological needs.

We can say that the whole process of communication is a real art. In only one sentence we can say that the art of communication lies in using the proper communication channel to motivate the one in front of us by satisfying the psychological needs it answers. There is communication when there is offer and the acceptance of it. However important the contents might be, if the form is not acceptable for the interlocutor, there are a few chance for the message to be received. The tracts of personality must not be inhibited nor even shaped depending on the individual interests, on the group or the organisation. They must be used the way they are. It is the essential condition of a manager by his hierarchical position and especially by his tracts as leader that he must know, understand and use in a positive sense each personnality he has. The lack of communication or an inadequate management of this process can lead to the falsification of several components of the management of the company or, on the other hand the lack of certain abilities and of the organisation culture regarding these components invalidates constantly the process of communication.

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