

побудови системи управління якістю банківських послуг мають бути клієнтоорієнтованість, безперервність, інноваційність, залученість.

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The Nature of Effective Business Communication

It is common knowledge that research on communication has a long tradition. In 2000 communication was defined as the process of understanding and sharing meaning [1]. What is more the definition hasn't been changed much since that time. The thing that is rapidly changing over time is the role of communication and its function in the globalized business environment.

Business communication skills are critical to the success of any organization despite its size, geographical location, and its mission. It is generally believed that organizations can only survive if they accept the rapidly changing global challenges and the communication processes are at the same time structured and flexible.

In addition, oral and written communication skills are regularly presented in the top ten desirable qualities by employer surveys year after year. For instance, the USA National Association of Colleges and Employers ranked the personal qualities potential employers seek. They listed top 5 skills such as communication skills (verbal and written), strong work ethic, teamwork skills, initiative, analytical skills [2]. Consequently, effective business communication is associated with writing and speaking well, being articulate and proficient with words.

The communication process usually comprises such basic components as source, message, channel, receiver, feedback, environment, context and interference. Each of these eight elements represents a separate function in the overall communication process.

At the same time one of the important issues that is neglected considering business communication is preparation.

From our point of view preparation is the key to effective communication. We suggest special technique in order to be well prepared to any kind of negotiations. Let us zoom in on the POST (Persons, Objectives, Strategies, Tactics) list. Thus, firstly we need to find out all the available (and sometimes confidential) information about people we are going to have a deal with. What is important here is to define who is responsible to make decisions. Furthermore, we should always bear in mind such human restrictions as money, time and goodwill.

Considering objectives, it's smart of you to concentrate not only on your own aims but also on your partners' goals and interests. This will definitely help you to find the option that is a «victory» for both parties (win-win strategy).

According to your objectives you are to evaluate the limits of your commercial offer as well as other benefits you could achieve. Subsequently you choose your strategy that is based on the two previous points. Five broad negotiation strategies, accommodate, collaborate, compromise, avoid, and compete are described by Lewicki, Hiam and Olander (1996) in their well-known work [3].

Considering the most effective tactics they should definitely coincide with the chosen strategy and serve as its structural unit. Let us mention the most effective ones such as the use of higher authority, the encouraging tactics, walk away power, the power of legitimacy, effective body language and gestures, timing, additional questions and clarifications.

Walk away power is also one of the most widespread tactics in business negotiation. However, the negotiators must be very careful in applying this tactic because it can also immediately break down the whole negotiation process. The power of the written word (legitimacy) can be used in negotiation to strengthen the counterpart's belief in an agreement.

Clearly, we should also bear in mind that such strategies and tactics could be used against us, consequently be able to confront them.

Evidently, the basic functions of management such as planning, organizing, staffing, directing and controlling, cannot be performed efficiently without effective communication.

In order to be effective in business communication it's necessary to consider the following tips.

Firstly, avoid ethnocentrism, the tendency to judge all other groups according to the standards, behaviours, and customs of you own. When making such comparisons, people too often decide that their own group is superior. Similarly, avoid stereotyping, or assigning a wide range of generalized (usually inaccurate) characteristics to an individual on the basis of membership in a particular group, without considering the individual's unique qualities. Secondly do not automatically assume that others think, believe, or behave as you do. Next learn how to communicate respectfully to other cultures and religions. Tolerate ambiguity and control your frustration.

Moreover, do not be distracted by superficial factors such as personal appearance. Be flexible and be prepared to change your habits and attitudes. One of the crucial issues is the ability to observe, read and learn because the more you learn, the more effective you'll be. It's important to look for feedback, but you need to interpret it carefully. Nods and smiles don't necessarily mean understanding. Clarify your meaning with repetition and examples. Use concrete and specific examples to illustrate difficult or vague ideas.

The last but not the least important point is to analyze the communication after it has occurred. Estimate the strategies and tactics you have used to find out what has worked well and what was ineffective or totally wrong. This will help you to master your communication skills.

To sum up the success of any business to a large extent depends on efficient and effective communication. Furthermore, successful business communication improves the relationships among a corporation and all groups of its stakeholders such as: customers, employees, shareholders, suppliers, neighbours, the community, the nation, and the world as a whole.

Sources and literature

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