Using Guidance in Communication Management during Crisis Situations within the Management of the Company

Ionel Sergiu Pîrju, PhD Student
University of Danubius Galaţi, Romania;
pirjusergiu@univ-dabubius.ro

Abstract

In crisis situations, the communication process at the level of the company is distorted, because the exchange of information between the company and the environment where this acts is blocked. Although an efficient management helps limit the loss of information, it cannot reestablish the communication process very quickly. This is achieved by guidance with the help of 2 elements: motivational triggers and special constructions. On the other hand, guidance has the role to reestablish both the communication process and the process of directing behaviors by transmitting precise tasks from which a concrete response is expected in a short time.

Keywords: crisis communication, guidance, management, action triggers, special constructions

1. Introduction

NLP represents "the study of the principles of operation of thought, language and behavior [1]". It aims to study the performance behaviors, copying, transferring, and adapting them to other people with the purpose of improving their performances.

2. Objective

Guidance is defined as being the process through which a person directs another person towards a certain state and orients his/her actions in a certain way [2]. With guidance, any person can be guided towards a certain decision or action. By the introduction in the communication process of action triggers or special constructions, both the behavior and the actions taken by that person can be made flexible.

3. Theoretical aspects

Guidance is the process through which a person directs the behavior of another person to develop certain actions, in the conditions of an existing report between the two persons [3]. The main element of guidance is represented by the motivational trigger. Its main characteristic is the modification of the behavior of a person and it appears in the form of active voice verbs, verbs that serve the role of inducing action. Guidance is not manipulation, because the respective person keeps control over his/her own actions.

Guidance has feedback at its basis. The better this is, the more it can generate good results, because it allows strong connections between information and previous experience.

In order to fulfill an objective, the guidance process must be as efficient and particular as possible in a certain context. Guidance must undergo five stages in order to reach a certain object and be definite. These stages are: the objective frame, proof, as if, retroactive and personal. The logical scheme of the guidance action at the level of a person is represented in Figure no.1.
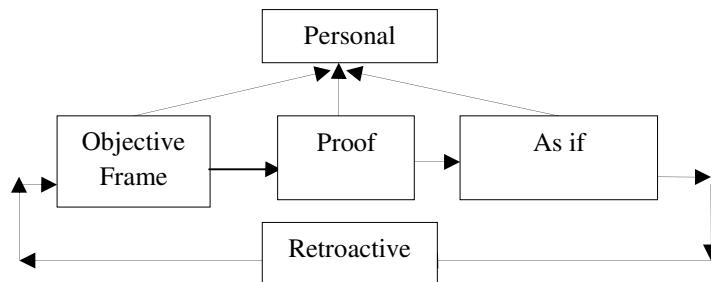
Figure 1: Logical scheme of the guidance action at the level of a person
Source: made by the author

The objective frame – shows the objective proposed for fulfillment of a person with certain resources and means. Proofs identify any possible information that were not correctly treated and that can lead to non-fulfillment of the proposed objective. As if helps to identify the moment of reaching the objective, as well as the quantity of resources and means being used. The retroactive frame helps recheck certain particular situations in a specific context. The personal frame allows the influencing of some people in the company with the role of improving certain existing processes.

Using guidance in the management of crisis states improves it because: special constructions are used, also motivational triggers within the communication process with the scope of obtaining a certain answer, conflict areas are eliminated from the company, risk zones are correctly identified and eliminated. In Figure no. 2 the logical scheme for guidance functioning is presented.
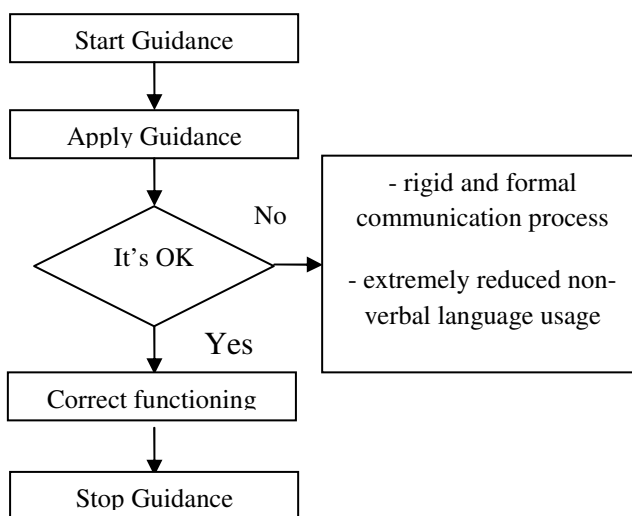

Figure 2. Logical scheme of guidance functioning
Source: Iosif, C., 2012, Avantaje competitive ale utilizării programării neuro lingvistice în managementul firmei (The competitive advantages of using neuro-linguistic programming in the management of the company), Al I Cuza University, FEAA, Iasi, page 98

The more rigid and formal the communication process is, the more possibilities there are for it to generate conflict situations, crisis in the company. Usually, a rigid, formal communication is associated with a poor language, both verbally and non-verbally. But a rich language can generate a surplus of information that can be very difficult to interpret on one side and on the other side, the large quantity of information cannot have any final practical meaning. Therefore, both the communication process and the language used must be related to generate optimal results.

The crisis situation in a company appears because the exchange of information between the company and the environment in which it functions is blocked [5]. In a crisis situation there are several stages, the most important ones being: the start of the crisis, the manifestation of the crisis, the overcoming of the crisis, and reporting to the behavior during the crisis. An efficient

management of crisis situations allows the company to prepare so that it minimizes its losses, because such a crisis period is not always predictable. The more efficient the communication is during a crisis, the fewer the elements that can affect the management of the company are [5]. Usually, the communication crisis precedes the organizational one because all the company connections are destroyed and the feedback relation in the company does not work.

Among the internal causes that can trigger a communication crisis, one can remind of: a poor internal communication, a faulty way of transmitting decisions, a wrongly built organizational culture. Among the extreme causes that lead to the start of a crisis are: decrease of the credibility of official communication and the avalanche of information on different channels in a short period of time [6].

Therefore, the communication in crisis situations, besides the fact that it obeys no rule, can lead to worsen the perception of the company by the clients. On the other hand, not even feedback can send warning signs to the management of the company, because in such a situation, all the communication processes in the company are damaged.

Changes brought by using guidance in the management of communication in crisis situations

Guidance is characterized by the action it manifests at the behavior level of another person which it can alter according to a certain behavior considered standard. Guidance uses motivational triggers and special constructions as main instruments [4]. It works by reporting itself to previous experiences of that person, to the verbal and non verbal communication mode. In order to achieve the behavior directing process, the person in cause must be active, his/her non-verbal language must be correctly decoded, so that connection between previous experiences and the environmental information are made, but also between the connections to modify the behavior elements that are deviated from the behavior considered standard.

Motivational triggers usually take the form of active voice verbs and are action verbs: decide, pay attention, participate [4]. Special construction appears under the form of negations, of phrase fragmentation. Thus, by using these elements, a precise task is transmitted to the brain.

Within the crisis communication when all the communication forms are distorted, when feedback does not work anymore, guidance can direct all the other behaviors towards a rational way. This is achieved through: motivational triggers and special constructions with the role of sending a task and checking its fulfillment. On the other side, by making the connection from the previous experiences of a person to the environmental information, he/she can more easily find answers to the problems he/she is dealing with, and the feedback process between the company and the employee goes back to an optimal value, because guidance helps the behavior of a person report correctly to the environmental information.

Conclusions

This way, by using guidance in the management process of crisis situations, their impact can be reduced because it achieves both an anchoring of the previous experience with the environment, as well as directing the behavior towards achieving a certain specific task. On the other hand, company level communication can be improved because, simultaneously, the feedback process suffers improvements. Using guidance in different constructions has the role of passing over the limits of the consciousness, and also of ensuring a lighter touch of the fixed objective [7].

By applying guidance, it helps achieve a more flexible management and one easier to adapt to crisis conditions, because it has as a main quality the adapting to environment of the behavior, it can induce certain precise, measurable tasks, but also follow their accomplishment at the same time and direct certain actions to achieve a specific proposed objective.

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