

Assignment Title: Effective Communication as a Core Management Skill

Module: M05 - Management and Communication Skills

Option Chosen: Option 1: Effective Communication as a Core Management Skill

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Abstract

Communication is known to be the lifeline of organisations. This report looks at the role that communication plays in the four management processes, namely planning, organising, leading and controlling and the role it plays in contributing to organisational success. It draws on theoretical evidence to demonstrate that effective and timely communication helps in alignment of organisational objectives, it empowers employees and fosters trust, thereby enhancing the productivity, coordination and employee engagement. The report also examines major communication obstacles, such as cultural, psychological, technological and organisational barriers, and offers recent research findings related to these barriers and how they affect the workplace. It also examines the influence of managers on employee behaviours and performance outcomes as they use various modes of communication (verbal, non-verbal, written, and digital). Research from academic research and organisational case studies reveals that companies with effective communication systems are more successful and have more satisfied employees. The role of choosing the right communication channels and overcoming barriers is emphasised. Summarised, the report finds that successful communication between management and employees is crucial to meeting organisational objectives and enhancing overall performance, and that communication breakdowns are associated with diminished efficiency, morale and productivity levels.

Keywords: Communication, management functions, organisational performance, communication barriers, managerial communication, employee engagement, productivity, leadership communication, digital communication, organisational coordination

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1. Introduction

Communication is an essential part of management and is a key to the success of businesses and organisations. Communication is the basis through which managers transmit the objectives of the organisation, coordinate organisational activities, direct and guide employees and aid in decision making. Communication also helps an organisation to work efficiently and have good relationships in the workplace. Lovlyn and Kelvin-Iloafu (2016) state that communication 'permeates every facet of organisation' and is still vital for strategic management. Likewise, Dirani et al. (2020) posit that for an organisation to function effectively in its role of planning, coordinating or decision-making, it needs effective communication systems. Janiukštis et al. (2024) also explain that communication in organisations can be called the “lifeblood” of an organisation since it is needed for the continuous flow of information that is necessary for the daily activities of the organisation as well as their success. In a modern organisation, communication is more essential than ever, and the environment is becoming ever more complex and technology-driven. Good communication skills among managers can help them perform better in their jobs and can also help other employees become engaged, collaborative and healthier in the workplace. Studies have shown that clear and consistent communication from the organisational leaders leads to better satisfaction and motivation for the employees. For instance, Gede (2026) reported on surveys which revealed that 89% of employees were happier at work when leaders communicated effectively. On the other hand, poor communication brings about uncertainty, stress, confusion, and reduced employee morale (Philomena Ify, 2024). These conclusions reveal direct links between communication and the effectiveness of the organisation and the employees' experience in the workplace.

This report assesses effective communication as a key management skill in an organisation. The theoretical aspect of communication and its link to the four major management functions, namely planning, organising, leading and controlling, is first discussed in the report. It also discusses models of communication and assesses the role of verbal, non-verbal, written and electronic means of communication in management. The literature review also examines the link between communication quality and organisational outcomes, specifically productivity, coordination, teamwork and employee engagement. The report also discusses in detail the barriers that hamper the transfer of information within the workplace environment, such as cultural, psychological, technological and organisational barriers. Recent academic research and organisational evidence are used to explore these barriers. The methodology section describes the approach used, which is

a desk-based secondary research through journal articles, academic books, company reports and industry publications.

Findings and discussion sections assess the effects of the communication practices on the performance of the organisation in actual settings. The report critiques the theories and concepts with examples and evaluates their application in the real world by managers. The examples of organisation that maximised their productivity, coordination and employees' engagement through effective communication are also discussed. The report concludes that effective communication is an essential management tool as it enhances the performance of the organisation, employee relationships and long-term organisational success.

2. Literature Review

2.1 Communication as a Management Skill

Communication is always deemed one of the most prominent managerial skills in an organisation by management scholars. According to Owusu and Arboh (2022), Robbins likened organisational communication to the flow of blood in the human body as a means of keeping the body alive and functioning. Good communication enables managers to share information, explain their expectations, provide directions to staff, and connect their activities to their goals. Olaoye (2017) emphasised that communication is an integral part of the four functions of managers, which include planning, organising, leading and controlling, as managers spend a significant amount of their time communicating. Communication practices constitute one of the most dominant managerial activities, accounting for about 29% of the activities (Olaoye, 2017; Luthans et al., 1988).

They have also pointed out the correlation between communication and organisational effectiveness. According to Owie (2025), “effective communication serves as the foundation of organisational operations,” as it enhances communication within workplaces and aligns individuals towards a shared objective and direction. Clear communication by managers helps employees to understand the goals, priorities, and expectations of the organisation. Gede (2026) pointed to the fact that transparent communication by management boosts employee satisfaction and fosters positive workplace relationships. Philomena Ify (2024) also highlighted that good communication fosters employee engagement and helps keep them motivated and productive in their roles. Conversely, poor communication can lead to miscommunication, redundant effort, conflict between people, and demoralised staff. These findings prove that communication is not

just a need for the operational process, but it is also a strategic managerial skill that can affect organisational culture and performance.

2.2 Communication in Planning, Organising, Leading, and Controlling

Communication is the basis of all management functions, and it helps managers to execute their activities. During planning, managers communicate to collect information, consider alternatives and communicate organisational objectives. Olaoye (2017) emphasised that communication is critical in planning and decision-making because managers cannot plan and make decisions without the exchange of accurate information. Effective communication makes sure that employees are aware of the objectives and desired results and that employee and stakeholder feedback is used to inform strategic decision-making. Communication plays an important role in organising, where it is used to assign responsibilities, clarify reporting relationships and coordinate workflows. Musheke and Phiri (2021) pointed out that organisations need to communicate in order to share tasks and coordinate the activities of different departments. This was highlighted by Olaoye (2017) that through communication, managers can coordinate the effort synergistically towards the goal of the organisation. Duplication of efforts, delays, and inefficiencies can result if communication is ineffective.

Communication plays a vital role in the leading function and is essential for the attitudes, behaviours and motivation of employees. According to Olaoye (2017), managerial communication is a process of interaction and feedback which influences employee perception and employee relationships in the workplace. Managers foster trust, team unity and teamwork through verbal communication, listening, empathy and effective communication. Controlling is also a communication-intensive activity. Managers use it to keep track of performance, to communicate standards, feedback and corrective action. According to Olaoye (2017), communication provides an aid to forecasting, training, evaluation and organisational control. Communication is the mechanism that ensures all management functions are successfully implemented, and it helps employees understand expectations and what they can do to improve.

2.3 Forms of Communication in Organisations

Multiple modes of communication to improve coordination and management effectiveness. The most common form of communication is verbal communication, which allows managers to provide instructions, feedback, and direct communication with employees. During meetings, presentations, discussions and phone conversations, there is an opportunity to clarify and build

relationships as the tone and emotional intent can be more easily understood during face-to-face contact. Non-verbal communication plays a very important role in the effectiveness of the workplace. Keating et al. (2020) pointed out that facial expressions, body language, gestures, eye contact and voice intonation have an impact on leadership effectiveness and workplace relationships. These cues convey a sense of confidence, empathy, openness, and authority. Consistent non-verbal behaviour increases trust and rapport, and inconsistent behaviour can lead to confusion and a poor quality of communication.

Written communication is another key organisational communication channel. Managers communicate information in a clear manner and keep permanent records of information via email, reports, memos, policy documents and official notices. Thus, Holley (2022) highlighted the significance of clarity being the most crucial factor in written communication since the staff needs to know what is expected and what is meant. Written communication is important for consistency and accountability as staff members can access information and instructions as needed. However, if the communication is not well written, it can result in misunderstandings and operational mistakes.

The use of digital communication technologies is growing in significance in today's organisations. As Vărzaru and Bocean (2024) emphasised, the use of digital communication tools offers a great advantage in terms of collaboration, accessibility and organisation efficiency. Video conferencing, IM apps, enterprise communication systems and collaboration software are becoming more popular tools for managers to use to coordinate workers across different locations. Faster information-sharing and an increase in transparency in organisations by digital communication platforms, as noted by Wuersch et al. (2024). However, according to Li et al. (2024), overreliance on digital modes of communication can increase the lack of face-to-face interaction and lead to communication overload. These findings indicate that organisations need to have a balance between traditional and digital communication methods to be effective.

2.4 Barriers to Communication

Communication can be a problem in many workplaces, leading to lost productivity and poor relationships. Cultural barriers are when messages are misunderstood by employees due to their different linguistic, ethnic or social backgrounds. As pointed out by Canestrino et al. (2022), language, cultural norms, and communication styles are some of the key factors that can lead to misunderstandings, conflict, and decreased morale. Psychological obstacles also obstruct

communication. Owie (2025) said fear, defensiveness, distrust and negative attitudes are barriers for employees to share concerns and feedback. Limited transparency and cooperation are also caused by poor listening and selective perception.

Technological limitations are more crucial in digital communication. To these, Umoren and Ukpe (2025) pointed out that the inability to communicate effectively due to information overload, cybersecurity issues, low level of digital literacy and poor infrastructure. Limited Internet access and legacy systems can also hinder communication and efficiency. Organisational challenges are organisational hierarchies, departmental silos, and complicated reporting structures. Owie (2025) highlighted how these barriers hinder the sharing of information, slow down decision-making and diminish cooperation. These structural and interpersonal barriers need to be overcome in order to have effective communication systems within the organisation.

2.5 Communication and Employee Performance

Good communication is closely linked to improved employee performance and improved organisational results. Lan et al. (2025) emphasised the importance of clear communication from managers, as this helps to ensure that employees are working effectively. This clarity leads to a lowering of uncertainty, boosts motivation, and enhances productivity. Manolache and Epuran (2023) also stated that positive communication between managers and employees contributes to the culture established in the workplace as well as the productivity of the employees. Communication is extremely important and its absence is definitely detrimental. The study also found that a lack of clear responsibilities causes stress, mistakes, frustration and low morale. It can also cause conflict, duplication of effort and decreased employee engagement.

Communication also enhances the working of a group and helps in coordination. Ahmad et al. (2023) emphasised that good communication fosters coordination of operations within the departments and also helps to ensure that the efforts of the employees are aligned with departmental goals. Communication helps to work together by sharing and getting feedback. According to Philomena Ify (2024), inclusive communication practices build employee engagement and loyalty in the organisation. Firms like Buffer and Credit Karma report higher productivity and engagement due to transparent communication systems and open-door policies. In general, communication can directly impact productivity, coordination, employee satisfaction and long-term organisational performance.

3. Methodology

The methodology followed for this report is based on a desk-based secondary research to study effective communication as a core management skill in the context of an organisation. The use of secondary research was deemed appropriate as the assignment was to critically analyse existing theories, findings and real-world practices of organisations in the context of managerial communication, barriers to effective communication in the workplace and performance of an organisation. Searching from databases such as Google Scholar, Scopus, ScienceDirect and SpringerLink yielded academic literature and professional publications. Key words and phrases used were: managerial communication, organisational communication, communication barriers in the workplace, communication and employee performance, and management communication strategies. To guarantee reliability and academic quality, peer-reviewed journal articles, academic books, company reports and reputable institutional publications were given priority.

The selection process included screening of the sources for relevance, publication quality, accessibility, and suitability to the objectives of the report. Studies that spoke about communication in planning, organising, leading and controlling were specifically studied, and sources that addressed verbal, non-verbal, written and digital communication methods were also studied. Studies that focused on communication barriers, employee engagement, teamwork, productivity and organisational effectiveness were also included. There were 8 core studies which focused directly on the effectiveness of communication and managerial performance in the organisational environment and so they were selected for detailed analysis in the findings section.

Table 1. Inclusion and Exclusion Criteria

Inclusion Criteria	Exclusion Criteria
Peer-reviewed journal articles	Sources lacking academic credibility
Academic books from recognised publishers	Opinion-based or unsupported articles
Company and institutional reports	Sources unrelated to management communication
Publications from 2020-2026 where possible	Outdated sources without current relevance
Studies directly related to workplace communication, management functions, and employee performance	Sources with insufficient methodological detail

Publicly accessible and verifiable sources	Duplicate or repetitive studies
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Thematic analysis was used to analyse the collected information. Literature and evidence were categorised into themes that included communication in management functions, workplace communication barriers, communication methods, and organisational outcomes. Thematic synthesis was suitable for the comparison of theoretical perspectives and practical examples of organisations.

The report is based on secondary data and not on primary field research but such a method enables the report to be given a wide academic coverage and findings from more than one organisational setting could be included. The study is also constrained by relying on published evidence and thus is subject to the quality and extent of published evidence. Also, the case examples in some of the organisations have been based on company-reported results that can be biased in the positive direction with respect to communications efforts.

4. Findings

4.1 Communication Supports All Management Functions

It is highlighted in the literature that communication is the basis of the management functions. Communication skills are essential in planning, organising, leading, and controlling, as managers rely on them to establish goals, manage tasks, offer instructions, and give feedback (Olaoye, 2017). Owusu and Arboh (2022) pointed out that effective goal and expectation communication helps employees to make informed decisions and ensure their work is in line with the strategic organisational objectives. These results suggest that communication is the key process in which managerial coordination and performance alignment are implemented.

4.2 Barriers Impair Performance

The results of the research show that communication barriers have a significant effect on decreasing the performance of the organisation. Kamal et al. (2023) highlighted the cultural differences, ineffective channels of communication, and psychological factors that lead to misunderstandings and conflict in the workplace. The study also emphasised the importance of language and cultural barriers in an organisation of a health facility in Ghana, which creates innovation gaps and fosters misunderstanding and conflict, thereby having a negative impact on productivity. The results indicate that communication challenges can hinder collaboration and stifle creativity, morale, and overall productivity in an organisation.

4.3 Different Communication Methods Have Different Effects

The literature reveals that there are different effects of communication methods based on the context and their use. Owusu and Arboh (2022) highlighted that while trust and coordination are essential for delivering better performance, face-to-face communication is often the most effective way of achieving this. According to Holley (2022), written communication gives clarity, consistency, and documentation, but has to be structured carefully to avoid miscommunication. As Umoren et al. (2025) and Philomena Ify (2024) mentioned, the use of digital communication tools can improve collaboration, accessibility, and engagement, but overreliance can result in communication overload and decreased effectiveness.

The literature shows that communication methods influence outcomes differently depending on context and usage. Owusu and Arboh (2022) emphasised that face-to-face communication is often the most effective method for building trust and improving coordination, directly contributing to improved performance outcomes. Holley (2022) pointed out that written communication provides clarity, consistency, and documentation but requires careful structuring to avoid misunderstanding. Umoren et al. (2025) and Philomena Ify (2024) highlighted that digital communication tools enhance collaboration, accessibility, and engagement, although excessive reliance on them may lead to communication overload and reduced effectiveness.

4.4 Real World Examples of Success

Several research cases shows that structured communication systems are correlated with quantifiable gains in organisations. For Mustang Cat, Mahida (2026) noted that an internal email communication program was adopted, featuring clear communication strategies and feedback mechanisms, leading to enhanced employee engagement and trust in communication, as well as a decrease in employee turnover. The First Onsite SMS alert and mobile-friendly communication systems, which boosted the reach of information to almost 100% of frontline staff, were also highlighted by Mahida (2026). Further, Owusu and Arboh (2022) highlighted that the National Health Insurance Scheme in Ghana faced communication challenges with weak structures, which led to communication delays; thus, good communication structures would help to improve the performance of all levels of management.

The findings together show that there is a direct link between effective communication and productivity, coordination, and employee commitment. According to Olaoye (2017) and Owusu and Arboh (2022), clear and inclusive communication helps managers align the efforts of employees with organisational objectives, resulting in enhanced overall performance outcomes.

5. Discussion

5.1 Communication in Planning, Organising, Leading, and Controlling

Communication is needed to plan and it is a must to make sure that all stakeholders understand the goals of the organisation. Elamalki et al. (2024) highlighted the importance of clear goal setting, noting how it fosters clarity of direction and enhances employee empowerment, thereby boosting productivity. In meetings, workshops, and formal documents, managers share strategic plans, what's expected and what priorities are. Bak (2020) also noted that the structured communication in the planning phase provides clarity and decision quality to employees because they have the same understanding of the organisation's direction.

Communication is essential to organising, as it helps to distribute resources, assign tasks, and synchronise different functions within the organisation. Ahmad et al. (2023) pointed out that communications align production processes and human resources within an organisation. Written briefs, project management systems and cross-functional meetings are used to help ensure clarity of roles and to avoid duplication of effort. In a matrix design, it is essential to communicate frequently in order to keep everyone on track and prevent conflicts and confusion between the overlapping functions.

Communication is a key element to leading, and it can shape employee motivation, behaviour and performance. Keating et al. (2020) emphasised that nonverbal communication plays a crucial role in building effective relationships between leaders and team members. Managers are confident and show empathy through tone of voice, gestures and facial expressions. Leaders inspire employees through active listening, storytelling and vision sharing as well. Keating et al. (2020) also emphasised that a predictable verbal and nonverbal tone fosters trust and helps to bind the team together. Open-door communication is a strategy that managers can implement to make their leadership more effective.

Controlling means an individual has to keep communicating to keep a check on the performance and give corrective feedback. According to Olaoye (2017), communication is a key element in closing the feedback loop as it identifies the gaps in performance and directs the corrective action. Philomena Ify (2024) stressed the importance of digital dashboards and structured reporting systems, which facilitate real-time performance monitoring and enhance accountability. Communication with managers is done by email, performance reports, and evaluation meetings. With only 44% of employees having a clear understanding of what is expected of their

performance, there is a clear need for improved feedback mechanisms, as pointed out by Gede (2026). This indicates that the communication between the control and the functions of the machine is critical in many aspects to keep the machine performing.

5.2 Impact of Communication Barriers

Barriers in communication are a major disempowerment of management and the functioning of the organisation. Cultural barriers occur when there are misunderstandings due to differences in language, norms, and communication styles. Nadeem and Zabrodskaia (2023) pointed out that cultural differences lead to misunderstandings and low morale in diverse workplaces. Managers working in multinational situations need to use culturally sensitive communication styles and offer language assistance to minimise miscommunication. Communication effectiveness is also limited by psychological barriers. Owie (2025) noted that concerns or ideas would not be raised by employees due to fear, distrust, and lack of psychological safety. People who do not like to be criticised are not likely to speak up about what needs to be done, and that stifles innovation and makes decision-making weaker. The study also stated that when the manager is over-confident and does not listen to others then there is a decrease in upward communication and hence in organisational learning. It is therefore important to establish a safe environment for organisations, where openness and constructive dialogue are encouraged.

Communication in today's work environment is being impeded by technological challenges. According to Umoren et al (2025), the lack of digital literacy, information overload, and poor connectivity decrease the efficiency of communication. The use of digital tools is often a greater requirement in remote work settings, and, when not managed appropriately, can cause an overload for employees. Li et al. (2024) noted that being able to access the message requires organisations to employ various types of communication, including email, video and intranet systems, among others. Also, training programs can be used to help employees get used to the new communication technologies and minimise the risk of digital exclusion. Communication flow is also limited by organisational barriers. Owie (2025) stressed that the slow pace of decision-making was due to the hierarchical nature of the organisational structure, the formation of silo mentality and lack of coordination among departments. Communication is slowed and responsiveness wanes because of rigid approval chains. Flatter organisations have a quicker flow of information and greater collaboration. These barriers can be overcome by the creation of cross-functional teams, open

forums and informal communication networks that cut through the barriers and enhance coordination.

5.3 Managerial Use of Communication Channels

The channels of communication that are used are based on the complexity of the message, urgency, and audience needs. Face-to-face meetings and telephone conversations are most effective for complex and sensitive issues – verbal communication. Verbal communication is used by managers to establish expectations, resolve issues and develop relationships. Verbal communication is immediate, which means that reactions can be rapid and misunderstandings kept to a minimum. Nonverbal communication plays a vital role in leadership. Ruben et al. (2021) emphasised the fact that with the advent of various communication platforms, the understanding of non-verbal communication has also evolved in the current workplace scenario. In the absence of eye contact and physical presence, remote managers need to build their skills in communicating via digital platforms, as Wang and Wang (2022) said. Managers with positive body language, tone and facial expressions increase positive emotional bond and trust with employees.

Written communication is clarity, structure and documentation. Holley (2022) pointed out that written messages must remain concise and clear to avoid confusion. Managers communicate policies, procedures and formal instructions through emails, reports and memos. Holley (2022) also underlined the importance of effective written communication because key messages are presented in the document at the beginning. Molek-Kozakowska and Molek-Winiarska (2022) stated that managers are more and more utilising digital tools when reviewing grammar or checking for accuracy before disseminating written communication. Communication is key in today's organisations and is often digital. Bondanini et al. (2025) emphasised the strategic use of digital tools like Slack and Microsoft Teams to enhance coordination and efficiency. Quick instant messages are used for managers to give updates, and detailed communication is done via email. Umoren et al. (2025) noted that relying on one channel of communication can lead to a gap among frontline employees. Inclusive communication with the use of more than one tool creates effective communication.

5.4 Outcomes: Productivity, Coordination, Engagement

Communication directly impacts productivity, coordination and employee engagement. Azhar (2024) stated that effective communication of goals and feedback helps employees understand how their work contributes to the organisation's goals, which fosters greater productivity.

According to Gede (2026), the communication training program enhances employee satisfaction and organisational outcomes. However, when communication is poor, it results in mistakes, delays, and a lack of trust. Effective communication amongst departments significantly enhances coordination. According to Owusu and Arboh (2022), the importance of communication is to ensure synchronisation of production components so that different production organisational activities work together efficiently. There is less misalignment and duplication of effort with regular meetings, shared platforms, and consistent messaging. Good communication also enhances decision-making, as managers will be better informed and will receive more accurate and complete information. Transparency and inclusion in communication boost employee engagement. Azhar (2024) and Gede (2026) highlighted that open communication and feedback from managers can enhance employee motivation and engagement. Clear communication helps to minimise confusion and increase trust in the workplace. Communicative companies tend to have better retention and employee loyalty.

5.5 Real World Examples and Case Studies

Mustang Cat enhanced its communication with internal personnel by building a structured email program that had not been communicated to field personnel previously. Mahida (2026) pointed out the standardisation of communication formats, the division of audiences and the incorporation of feedback loops. These changes led to enhanced employee engagement, greater leadership participation and lower employee turnover. This case shows how structured communication systems can make a significant contribution to alignment and trust. First Onsite has deployed SMS trigger alerts and mobile-friendly communication to frontline workers in disaster situations. Mahida (2026) indicated that there was an improvement in communication reach from 55% to near 100% after implementation. The organisation adopted suitable digital communication channels for its workforce structure to enhance coordination, safety communication and operational responsiveness.

A weak communication system has led to inefficiencies in the Ghana National Health Insurance Scheme. Owusu and Arboh (2022) highlighted the importance of face-to-face communication within the organisation, and also that communication quality was closely related to performance. The study recommended that efficiency at all management levels and the outcomes in service delivery could be improved through better communication systems. The gains are comparable in technology companies that practice open communication. As mentioned by Azhar (2024) and

Gede (2026), transparency and open communication foster innovation, trust, and employee morale. Businesses that foster a culture of frequent information sharing and open forums tend to make quicker decisions and have more effective collaboration.

6. Conclusion

This report has been indicative of the importance of effective communication as a key managerial skill that was critical to the success of any organisation. Communication facilitated all the important management tasks by making the objectives clear and understandable in planning, coordinating the activities in organising, motivating the employees in leading and giving feedback in the controlling process. High-quality and clear communication was consistently demonstrated in the literature and case evidence to lead to greater employee understanding and enhance performance levels at all levels of the organisation.

The results also showed that communication directly impacted employee engagement and productivity. Clear and empathetic communication helped managers ensure employees' understanding of their roles and responsibilities. This clarity boosted the motivation, lessened uncertainty, and improved efficiency. Unmanaged communication barriers—whether cultural, psychological, technological or organisational—on the other hand, led to misunderstandings, lowered morale, and inefficiencies in workplaces. The report also indicated that managers were more successful in choosing the right communication medium for the right circumstances. In verbal communication, immediate clarification and relationship building took place and non-verbal communication reinforced trust and emotional understanding. Written communication facilitated accuracy and accountability, and digital communication facilitated speed and accessibility, when appropriate. The analysis also indicated that organisations in which an open communication climate was created and in which participation and feedback of employees were encouraged had better performance.

Case examples were used to emphasise the need for structured communication systems. Mustang Cat enhanced communication and trust with a consistent communication plan for previously unconnected employees. First Onsite increased operational responsiveness: full communication by mobile-based tools that enable message reach. These examples confirmed that organisations could gain a lot from synchronising communication tools with the needs of their workforce and their circumstances of operation. Hence, communication was not an adjunct to management practice, but was fundamental. Communication was identified as the lifeblood of organisations, and its

importance in ensuring performance was noted. Managers who continually worked on their communication skills, eliminated barriers, and used the right channels made better decisions, increased their teamwork and improved their effectiveness as an organisation.

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