**Training Fiche:**

**Intra-organizational communication and team management**

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| **Keywords**  **(meta tag)** | Intra-organizational communication, Feedback, Visions, Goals, Requirements, Leadership, Organizational development, PDCA cycle, Appreciation, Communication, Team management, The 4 Sides Model of Communication, Cooperation, Training-on-the-job, Advice, Coaching, Evaluation, Transformational leadership, Kotter's Change Model |
| **Language** | English |
| **Objectives / Goals/ Learning outcomes** | At the end of the module, you will be able to:   * know how and why to improve intraorganizational communication and team management * be aware of the role and importance of a positive feedback culture and appreciation in strengthening intrapreneurship * know how important shared vision, goals and requirements are and how to implement them * to realize that it is important to involve all employees as part of an organizational development process * successful practice and utilize, based on the modules' insights, for exploiting communication and team management strategies as well as fostering intrapreneurship in daily work |
| **EQF level** | Level 4 |
| **Description** | The module „Intra-organizational communication and team management” answers the question what companies can do to foster intrapreneurial behavior by their employees. Aside the globalization, a more competitive environment places pressure on companies to be more innovative. Intrapreneurship can help here. The improvement of intra-organizational communication and team management leads to a higher degree of intrapreneurial behavior. |
| **Contents arranged in 3 levels** | 1. **Improving intraorganizational communication to strengthen the intrapreneurial culture**    1. Definition & techniques    2. Frequent exchange    3. Culture of feedback    4. Transparency of visions, goals and requirements    5. Benefits of fostering intrapreneurship for your company 2. **Improving team management as a precondition for intrapreneurial behavior**    1. Leadership style    2. Organizational development    3. Appreciation    4. Different generations 3. **The PDCA cycle as a tool for implementation good communication and team management**     1. PDCA cycle and its phases    2. Example for using |
| **Glossary**  **(5 terms)** | **Intraorganizational communication:**  Exchange of messages or information between people. The communication channels used are language on the one hand and body language (nonverbal communication), including facial expressions, gestures, eye contact, spatial distance, on the other hand.  **Feedback**  With feedback, the supervisor tries to improve the employee's personal development process.  **Training on the job:**   * Principle: learning by doing * Transfer of learning can be observed directly by the instructor * Immediate corrective or confirmatory effect on the learner   **Appreciation feedback:**   * Feedback given at the personal level * Always positive   **Advice:**   * Recommendation for action or thinking * Strongly subjectively influenced   **Coaching**  Offers feedback, where you develop your own suitable solution for yourself via questions and structure  **Evaluation**   * More related to the working level * Checking the work result: have the intended goals been achieved or not?   **Requirements:**  Something that you must do or something you need.  **Goals:**   * The act of stating clearly what you want to achieve * Or what you want someone else to achieve: important for success and efficiency.   **Visions:**   * Inspiring * (Aspirating) motivating * Transcending logic * Contractual leadership * Gives a sense of meaning and purpose a continuous process fosters a long-term orientation * An imperative for learning   **Transformational leadership:**  Transformational leaders focus less on making decisions or establishing strategic plans, and more on facilitating organizational collaboration that can help drive a vision forward.  **Organizational development:**  Strategy of planned and systematic change achieved by influencing organizational structure, corporate culture and individual behavior, with the highest possible involvement of the concerned employees. |
| **Self-assessment test (5 multiple choice questions)** | 1. **What does an organization need to do to encourage intrapreneurship?**    1. Visions are developed by the management    2. **Continuous work on achieving a good cooperation between management and employees**    3. Feedback systems reduce efficiency and commitment 2. **Which aspect of organizational development is not helpful to promote intrapreneurial thinking?**     1. Everyone knows the vision and can identify with them    2. Encouraging proactive thinking    3. **Information will be provided on request** 3. **Which aspects can be used to improve team management?**     1. Set goals and way of working by management    2. Permanent monitoring of employees´ results    3. **Openness for informal communication** 4. **What is needed for good communication?**    1. Focus on your own situation and strategy    2. **Listening to others**    3. As less communication as possible 5. **What is the best procedure to organize change processes?**    1. **Using the PDCA cycle as a structured and systematic tool for change processes**    2. Everyone works for a partial solution, the manager has the overview    3. Hindering informal coalition building |
| **Related PPT** | GENIE\_PPT\_Intra-organisational communication.pptx |
| **Bibliography** | 1. Brounstein, M. (2007). Coaching für Dummies. 2. Auflage. Wiley-VCH. 2. Burns, P. (2013). Corporate Entrepreneurship. Innovation and strategy in large organizations. 3rd edition. Palgrave Macmillan 3. Diehl, A. (2020). Kotter Change Management – Ein 8 Stufen Modell für erfolgreiche Veränderungen. <https://digitaleneuordnung.de/blog/kotter-modell/>. 4. Eberhardt, D. (). Generationen zusammen führen - Mit Millennials, Generation X und Babyboomern die Arbeitswelt gestalten. 2. Auflage. Haufe Verlag. 5. Föhr, T. (2021). Pick-up Feedback für Führungskräfte. Wissen und Methoden für eine eigenverantwortliche Feedback- und Lernkultur. managerSeminare. 6. Goals (n. d.). In: Cambridge Dictionary. Retrieved from: <https://dictionary.cambridge.org/>. 7. Hisrich, R. D. (1990). Entrepreneurship/intrapreneurship. American Psychologist, 45 (2), p. 209–222. 8. Mai, J. (2022). PDCA-Zyklus: Plan-Do-Check-Act – einfach erklärt. Karrierebibel. <https://karrierebibel.de/pdca-zyklus/>. 9. Prof. Dr. Maier, G. W. (2018). Organisationsentwicklung. In: Gabler Wirtschaftslexikon. <https://wirtschaftslexikon.gabler.de/definition/organisationsentwicklung-43924/version-267246> 10. Müller-Roterberg, C. (2018). Management-Handbuch Innovation. Tipps & Tools. Books on demand. 11. Prof. Dr. Bartscher, T. (2018). On the job training. In: Gabler Wirtschaftslexikon. <https://wirtschaftslexikon.gabler.de/definition/job-training-46199/version-269485>. 12. Prof. Dr. Lackes, R. (2018). Kommunikation. In: Gabler Wirtschaftslexikon. <https://wirtschaftslexikon.gabler.de/definition/kommunikation-37167/version-260610>. 13. Requirements (n. d.). In: Cambridge Dictionary. Retrieved from: <https://dictionary.cambridge.org/>. 14. PR2 report. 15. Sala, A., Punie, Y., Garkov, V. and Cabrera Giraldez, M. (2020). LifeComp: The European Framework for Personal, Social and Learning to Learn Key Competence, EUR 30246 EN, Publications Office of the European Union. ISBN 978-92-76-19417-0, doi:10.2760/922681, JRC120911. <https://publications.jrc.ec.europa.eu/repository/handle/JRC120911>. 16. Schulz von Thun Institut (n.d.). Das Kommunikationsquadrat. <https://www.schulz-von-thun.de/die-modelle/das-kommunikationsquadrat>. 17. Statista Research Department (2022). Bevölkerung in Deutschland nach Generationen 2021. <https://de.statista.com/statistik/daten/studie/1130193/umfrage/bevoelkerung-in-deutschland-nach-generationen/>. 18. Stock-Homburg, R. (2013). Personalmanagement. Theorien – Konzepte - Instrumente. 3. Auflage. Springer Gabler. 19. Teuber, S.; Nagel, M.; Mieke, C. (2021). Personal und Organisation. Die wichtigsten Methoden. UVK. 20. University of Massachusetts Global. (n. d.). Business Blog: What is transformational leadership? Understanding the impact of inspirational guidance. <https://www.umassglobal.edu/news-and-events/blog/what-is-transformational-leadership>. 21. Watts, L.L., Steele, L.M. and Den Hartog, D.N. (2020). Uncertainty avoidance moderates the relationship between transformational leadership and innovation: a meta-analysis. Journal of International Business Studies, Vol. 51, No. 1, pp. 138-145. 22. Vahs, D.; Brem, A. (2015). Innovationsmanagement. Von der Idee zur erfolgreichen Vermarktung. 5. Auflage. Schäfer Poeschel. |
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