

## APPLYING THE SENSORY ACUITY IN THE INTERNAL COMMUNICATION PROCESS OF AN ORGANIZATION

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**Abstract:** *Sensory acuity is based on different indicators that can be identified: level, depth or quality of the signal. Thus, non verbal signals issued by the respective persons are better decoded. Sensory acuity is directly dependant on the quality of the senses of the respective person. It allows both the identification of the non-verbal communication elements, but also of the language structures based on language, values and convictions. Convictions generated by causality work based on certain standards, values, convictions. Once convictions are activated, personal experiences are confirmed or refuted. Convictions are based on experiences, feelings, but they can be in conflict. Convictions, their change, are based on elements such as: abilities, values, behaviour, and context. Internal communication in the organization has the role to determine employees to become proactive, dedicated in activities, creative and innovative. On the other side, sensory acuity brings certain improvements in the internal communication process because it improves the internal communication process by eliminating communication barriers, it helps understand the element of non-verbal language and this way it achieves an optimization of this process in the organization.*

**JEL classification:** M10, M21

**Key words:** sensory acuity, internal communication, organization, neuro linguistic-programming

### 1. Introduction

NLP is an instrument through which information is codified and reproduced with the purpose of copying excellence. NLP helps form personal patterns, so that each person can reach his/her maximum potential. Sensory acuity is the technique that allows that person to use his/her sensory system in an optimal way. The more improved sensory acuity is, the better the perception on the outside and inside world leads to an improvement of his/her own perceptions. Sensory acuity is based on different indicators that can be identified: level, depth or quality of the signal. Thus, non verbal signals issued by the respective persons are better decoded. Sensory acuity is directly dependant on the quality of the senses of the respective person. It allows both the identification of the non-verbal communication elements, but also of the language structures based on language, values and convictions.

Convictions generated by causality work based on certain standards, values, convictions. Once convictions are activated, personal experiences are confirmed or refuted. Convictions are based on experiences, feelings, but they can be in conflict. Convictions, their change, are based on elements such as: abilities, values, behaviour, and context.

By using sensory acuity the behaviour indicators through which the behaviours of different persons are more easily decoded and which help improve the communication process are identified

and accessed. Using VAK in the main sensory system leads to the improvement of the environment response strategies.

Using sensory acuity in the internal communication process of the company helps to: improve performances both at individual level as well as group level, lead to the improvement of the decision act by using non-verbal communication, eliminate certain barriers in communication, allowing the existence of a conformable environment between the persons that are communicating,

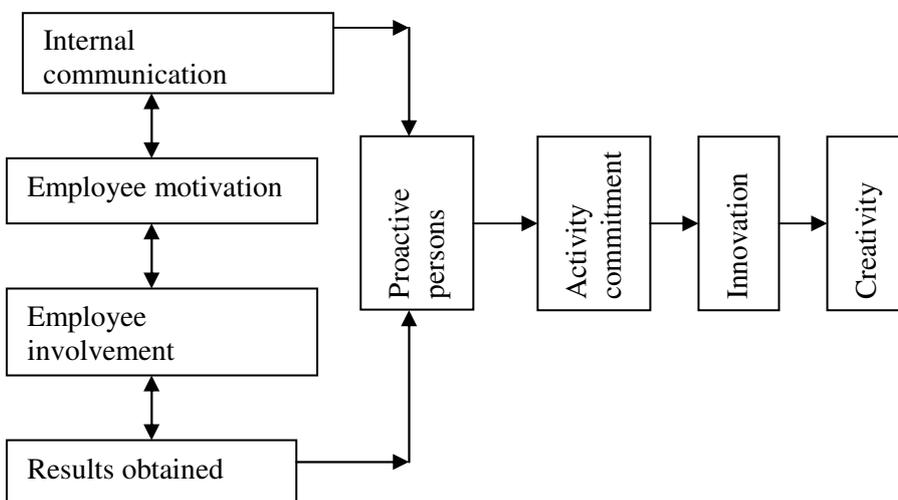
understand the experience of another person and the construction method of his/her own perceptions on the world, so that reporting to these elements can lead to their integration in the company and not to their sidelining.

## 2. The internal communication process in an organization

Internal communication in an organization is directly proportional with the motivations of the employees, their involvement and the results obtained. The more motivated the employees are, the more their level of involvement is bigger and the results they obtain are above expectations. The better the communication process is, the more easily the employees adhere to the values and mission of the organization.

An efficient internal communication process considers: the employees' needs, adapting the internal and external communication strategy, using communication channels most often used by employees.

As seen in the img. no. 1, there is an interdependent relation between the internal communication process, the employees' motivation and their involvement and the results they obtain. If one of the variables is not at a satisfactory level, then the results obtained will not be as expected. The four elements determine the employees in the organization to become more proactive, thus gaining three main characteristics: they are dedicated to the activity, they become innovative and creative. The better these characteristics are associated to their behaviours, the more increased the probability of them achieving the objectives of the organization is.



Source: scheme adapted from Banuță, D., Internal communication role in motivating employees, document accessed from the address <http://www.pr-romania.ro/articole/comunicare-interna/1360-rolul-comunicarii-interne-in-motivarea-angajatilor.html>, document accessed on 12.08.2013

**Img. no. 1 Relation between internal communication – employee processes**

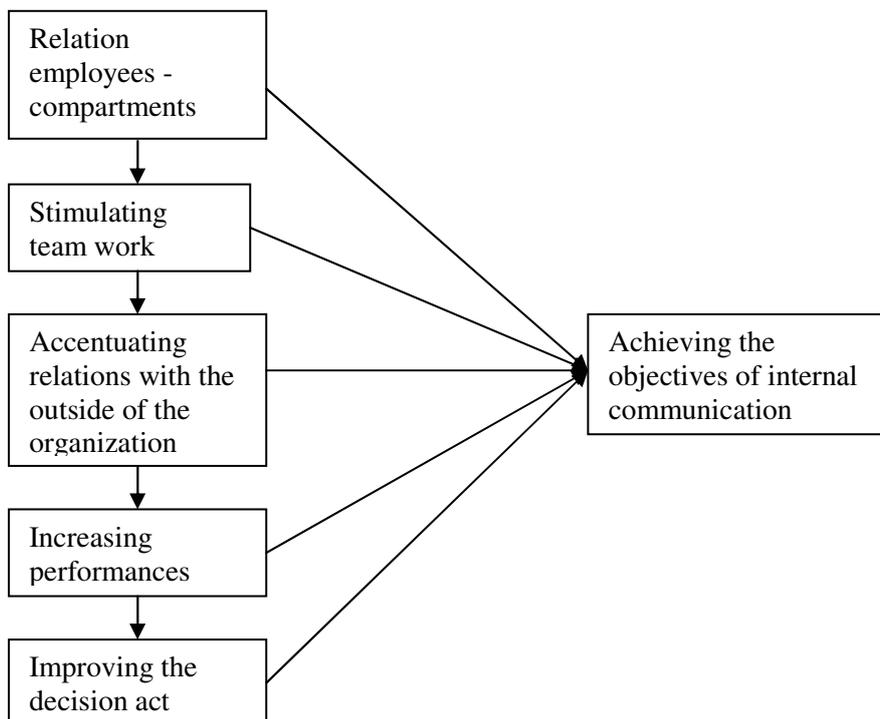
The objectives of internal communication are: developing connections between employees and compartments, stimulating team work, accentuating the relations with the outside of the organization, increasing performances, improving the decision act.

Image no. 2 shows that an optimal internal communication process is at the basis of team work and the development of an efficient relation between employee and compartment. The communication process, if it is efficient, assures a correct transmission of the messages in the

organization on all types of channels, thus leading to the overall increase of the performances of the organization. This results in improving the relations with the outside of the organization as well as improving the decision act on all hierarchical levels.

Internal communication has more components: “the opening component, the interactivity component and the identification component (Coman C., Internal communication, Coaching 3: Introduction in public relations, University of Bucharest, 2010, p. 42).” The opening component is achieved on three levels: “internal, external opening and opening towards employees (Coman C.,

Internal communication, Coaching 3: Introduction in public relations, University of Bucharest, 2010, p.42).” External opening targets the connection of the organization to the external environment, having an important role in gathering information and anticipating different movements in the environment. Internal opening targets a better transmission of tasks from superiors to employees. The employees’ openness allows a good coordination between the departments of the organization, the efficient flows of information.



Source: Scheme adapted from Achelis, T., Internal communication, an important management tool, document accessed at the address [http://markmedia.ro/article\\_show.php?g\\_id=567](http://markmedia.ro/article_show.php?g_id=567), document accessed on 12.08.2013

### **Img. no. 2 Objectives of internal communication**

The main objectives of internal communication are: “an efficient internal communication allows the achieving of the objectives of the organization, internal communication accompanies the management, creates an organizational culture with strong values and norms (Coman C., Internal communication, Coaching 3: Introduction in public relations, University of Bucharest, 2010, p. 48).” Internal communication allows the achieving of the objectives of the organization because it can adapt to its resources, reducing the uncertainty degree in the external environment. Internal communication accompanies the management, being the main way to send information from superiors to subordinates. This way, the team work capacities are stimulated, as well as those of initiative and creativity in the organization. Internal communication ensures an organizational culture with strong values and norms, because it accentuates tradition, symbols, organization norms, its purpose being that of making them stronger and more aware for the employees.

The functions of internal communication are: “logistic, management, economic and social function (Coman C., Internal communication, Coaching 3: Introduction in public relations, University of Bucharest, 2010, p.489.” The logistic function allows that the information in the

organization travel on all directions – ascendant, descendent, and horizontal. The management function connects different hierarchical levels through the information transmitted. The economic function targets the strengthening of the team and motivation of the employees.

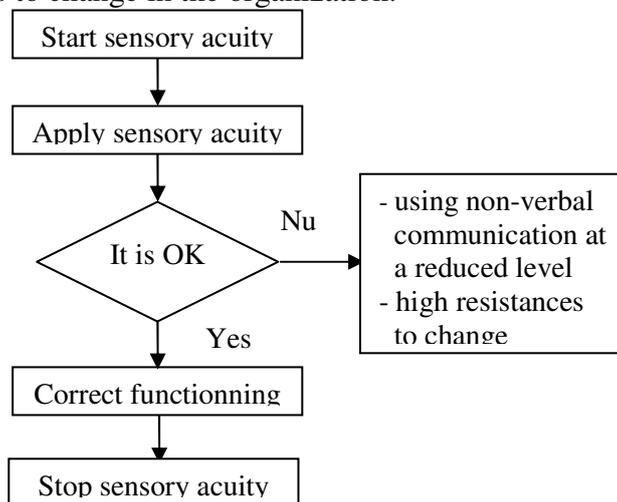
The roles of internal communication: „comprehension, circulation, confrontation, cohesion (Coman C., Internal communication, Coaching 3: Introduction in public relations, University of Bucharest, 2010, p.51).” The comprehensive role considers sending all pieces of information to the employees of the organization, so that communication barriers do not exist, and that they fulfil their

tasks in a timely and correct manner. The circulation role refers to coordination of the tasks, so that the organization can reach its set objectives. The confrontation role considers the reporting of the organization – according to the information received- to the other competitors on the market. The cohesion role refers to creating an organizational culture and values that all members of the organization can accede to.

### 3. Using reporting in the internal communication process of the organization

Sensory acuity is the NLP technique allowing the respective person to use his/her sensory system in an optimal way. The more improved the sensory acuity is, the more the perception on the outside and inside world leads to an improvement of its own perception. Sensory acuity is based on different indicators which can be identified: level, depth or quality of the signal. Thus non-verbal signals sent by that person are better decoded. Sensory acuity directly depends on the quality of the senses of the respective person. It allows both the identification of non-verbal communication but also of the language structures based on language, values and convictions.

Internal communication makes the connection between persons and processes in the company. In image no. 3 we present the functioning scheme of sensory acuity. With the help of sensory acuity a person can obtain complete information on the behaviours of those around and on the external environment (Bandler, 1985, p.77). At the base of sensory acuity lies a very developed observation sense. If the sensory acuity at the level of that person does not have an elevated non-verbal communication level, then it will not function correctly being incapable of eliminating resistances to change in the organization.



Source: Iosif, C., *The competitive advantages regarding the use of neuro linguistic programming in the management of the company*, Doctoral Dissertation, Iasi, 2012, p.90

**Img. no. 3 Logical functioning scheme of sensory acuity**

Convictions generated by causality function based on certain standards, values and convictions. Once the convictions are activated, personal experiences are confirmed and refuted. Convictions are based on experiences, feelings, but they can get into conflict. Convictions, their change, are based on elements such as: abilities, values, behaviour and context.

By using sensory acuity, behaviour indicators are identified and accessed, indicators through

which the behaviours of different persons are more easily decoded but are also improved by communication. Using VAK in the main sensory system leads to the improvement of the environmental response strategies.

Using sensory acuity in the communication process of the company helps to: improve performances both at the level of the individual and at the level of the group, lead to the improvement of the decision act by using non verbal communication, remove certain barriers of

communication, allow the creation of a comfortable environment between the persons communicating, allow the understanding of the experience of another person and of the construction method of his/ her own perceptions on the world, so that reporting to these elements can lead to their integration in the company and not to their refuting.

## **CONCLUSIONS**

Internal communication in the organization has the role to determine employees to become proactive, dedicated in activities, creative and innovative. On the other side, sensory acuity brings certain improvements in the internal communication process because it improves the internal communication process by eliminating communication barriers, it helps understand the element of non-verbal language and this way it achieves an optimization of this process in the organization.

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