
Communication Skills

ESSENTIALS OF NURSING MANAGEMENT

Titles in the series

Barbara Scammell: Communication Skills

Communication in society
The communications continuum: forms and skills
The communications continuum: coaching and counselling
Planning and organising
Staffing
Co-ordinating
Communication in nurse management at the point of service delivery
Communication in nurse management in different areas of medical care

Verena Tschudin with Jane Schober: Managing Yourself

'Know thyself'
Valuing yourself
Motivating yourself
Asserting yourself
Stressing yourself
Supporting yourself
Celebrating yourself
Your career – making the choices

Sheila Marson (ed.): Managing Others

The science and function of management
Team building: a practical approach
Leadership
Creating a climate for learning
Quality and its control

Annabel Broome: Managing Change

Principles of complex change
Leadership and creating change from within
Imposed change
The nurse as a change agent
Identifying training and development needs
Appendix A: Health of the organisation questionnaire
Appendix B: Role effectiveness profile – tool for self-assessment

Diana Sale: Quality Assurance

An introduction to quality assurance
Standards of care
Quality assurance measures – performance. Nursing audit
Quality assurance measures – performance. Quality patient care scale
Quality assurance measures – performance. Monitor – an index of the quality of nursing care
Quality circles
Measuring outcome standards – using a computerised nursing system (Excelcare)

Financial Budgeting

(in preparation)

ESSENTIALS OF NURSING MANAGEMENT

Communication Skills

Barbara Scammell

M
MACMILLAN

© Barbara Scammell 1990

All rights reserved. No reproduction copy or transmission of this publication may be made without written permission.

No paragraph of this publication may be reproduced, copied or transmitted save with written permission or in accordance with the provisions of the Copyright Act 1956 (as amended), or under the terms of any licence permitting limited copying issued by the Copyright Licensing Agency, 33–4 Alfred Place, London WC1E 7DP.

Any person who does any unauthorised act in relation to this publication may be liable to criminal prosecution and civil claims for damages.

First published 1990

Published by
MACMILLAN EDUCATION LTD
Houndmills, Basingstoke, Hampshire RG21 2XS
and London
Companies and representatives
throughout the world

British Library Cataloguing in Publication Data
Scammell, Barbara
Communication skills. – (Essentials of nursing management series).

1. Health services. Personnel. Communication skills

I. Title II. Series

302.2

ISBN 978-0-333-48567-5

ISBN 978-1-349-10664-6 (eBook)

DOI 10.1007/978-1-349-10664-6

Contents

<i>Acknowledgements</i>	vii
<i>Preface</i>	viii
Part I The Basics and Range of Communications	1
<i>Chapter 1 Communication in society</i>	3
Why do we communicate?	3
How do we communicate?	4
What interferes with accurate communication?	8
Main components of the personality that influences communication	8
The need for effective and efficient communications by managers	11
<i>Chapter 2 The communications continuum: forms and skills</i>	13
Introduction	13
Primary communications	15
Secondary communications	21
<i>Chapter 3 The communications continuum: coaching and counselling</i>	27
Advice giving – information giving	27
Primary counselling	29
Secondary counselling	31
Part II Using Communications in Management	35
<i>Chapter 4 Planning and organising</i>	37
Introduction	37
Planning	37
Organising	39
<i>Chapter 5 Staffing</i>	55
Introduction	55
Interviewing	55
Assessment and appraisal	59
Selection and appointment of staff	62
<i>Chapter 6 Co-ordinating</i>	70
Introduction	70
Making an effective presentation	70
Using equipment	71
Writing reports	77
Making a speech	80
Part III Practical Applications of Communications	83
<i>Chapter 7 Communication in nurse management at the point of service delivery</i>	85
Introduction	85
Managing time and work	86
Managing human resources	88
Managing teams, groups and individuals	90
Managing the quality of the environment	92

Managing other professionals, other disciplines in nursing and other workers	93
Managing patients or clients	95
Managing relatives of patients or clients	95
<i>Chapter 8 Communication in nurse management in different areas of medical care</i>	
	97
Introduction	97
Paediatrics	97
General medicine and surgery	99
Elderly care	104
Intensive care units, coronary care units, renal units, oncology wards and other high-stress wards	105
AIDS units	109
Psychiatric and mental handicap units	109
Terminal care	109
Community care	110
Black and ethnic minority patients or clients	111
<i>Concluding remarks</i>	114
<i>Index</i>	116

Acknowledgements

I should like to thank Jill Baker and Mary Waltham for their help, advice and patience. It was a delight to work with them.

I should also like to thank David Sines and Sheila Marson for the most helpful editorial comments they offered, which I was very grateful to receive.

To my husband and my son I am indebted for unstinting support and encouragement.

During the writing of this book I sought the help of my local hospital, The Royal Treliiske Hospital, Truro, and I should like to thank the Sisters, Charge Nurses and Student Nurses who allowed me to be a 'fly on the wall' in their wards and units. Special thanks are due to Mrs Weston, District Nursing Officer, and Ms Chapman, Senior Nurse Manager at Treliiske, who gave me so much of their valuable time. It was an experience that renewed my pride in having been, for so many years, part of a noble and deeply caring profession, and it gave me encouragement to find that, whatever the ills of the NHS, love, gentleness and compassion continue to motivate my Brothers and Sisters in nursing as they always have. I should like to make it clear that none of the cases cited in Chapters 7 and 8 were observed at Treliiske.

Barbara Scammell

The author and publishers wish to thank the following who have kindly given permission for the use of copyright material: Harper & Row Publishers, Inc. for a chart from *Motivation and Personality* by Abraham H. Maslow. Copyright 1954 by Harper & Row Publishers, Inc. Copyright ©1970 by Abraham H. Maslow; Heinemann Professional Publishing Ltd for material from *Manager Teams: Why They Succeed or Fail* by R. Meredith Belbin, 1984; Neil Rackham for material from *Behaviour Analysis in Training* by Neil Rackham and Terry Morgan, McGraw-Hill Book Company (UK) Ltd, 1977.

Every effort has been made to trace all the copyright holders, but if any have been inadvertently overlooked the publishers will be pleased to make the necessary arrangement at the first opportunity.

Preface

Ralph Waldo Emerson said 'It is a luxury to be understood.' Peter Drucker, the doyen of management theory, claimed that 'good management begins with good communication'. If both these sentiments contain even a kernel of truth, how can they be reconciled?

The theory expressed in this book rests on the notion that good communication can be learned and improved, and that it begins with good listening and a preparedness to acknowledge the ideas, ideals, morals, mores and ethics of others, while at the same time considering the adaptation of one's own to suit changing circumstances, or because one has been shown that they are unacceptable to others.

The prime purpose of eloquence should be to express oneself clearly and unambiguously and not, as Louis Vermeil postulated, to keep other people from speaking!

As the famous philosopher Anon. said, 'The older I get, the less I say and the more I listen to and observe others.' While age is not a criterion of maturity, experience, gained by he who will profit by it, may be.

In this book we are doing more than talking about talking. We are considering how we communicate, and how communication can make us better people, and, specifically, better managers.

John Adair¹ described three areas of leadership (see Figure 1). Following his model the three areas of communication described in this book are shown in Figure 2. These areas are indivisible and interlocking. They describe, in Part I of the book, the psychology and skills of communication in society generally; in Part II they relate these skills to the tasks of management; and in Part III consideration is given to some of the areas of nurse management which offer examples of practice at the level of delivery of care, and suggest areas and issues needing particular study.



Figure 1

The material in this book is intended to advance the thesis that the competent accomplishment of management tasks depends on well-developed communications and sensitive, accurate and appropriate communicating.

The way the material is presented lends itself to:

- use in training schools or other training centres
- distance learning

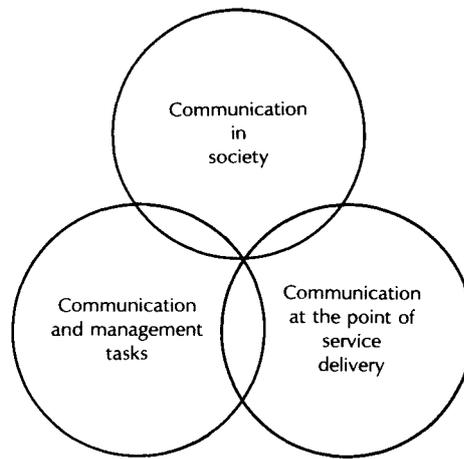


Figure 2

- use as a reference book and checklist to assist in the improvement of management techniques.

Failures in every area of human society can, in general, be traced back to a lack of adequate communication.

The most important, and the least well-used skill of communicating, is that of accurate listening and attending.

Every manager should therefore become an excellent communicator and an obsessional listener!

As the topics raised here are closely linked, so are all the books in the series. 'Know thyself' is the basic message of the first, and the basis upon which all the following books are built.

It is hoped that in this book the exercises suggested will enable this basic ability to be realised, so that the student who is in search of a better management style may be enabled to achieve it. To do this is not an easy practice, but it is one that will offer rich rewards in its accomplishment.

Reference

1. John Adair, *Effective leadership, a self development manual* (Aldershot: Gower, 1983).