



IMPROVING COMMUNICATION SKILLS TO MITIGATE COUNTERPRODUCTIVE BEHAVIOR IN PROFESSIONAL SETTINGS

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Abstract. Counterproductive work behavior (CWB) presents significant challenges for organizations, adversely affecting productivity and team dynamics. Key contributors to CWB include employee dissatisfaction and ineffective management practices. To mitigate these behaviors, effective communication is paramount, as it fosters trust and collaboration among team members. However, barriers such as psychological stress, cultural differences, and personal biases can impede communication efforts. Enhancing workplace interactions through active listening and empathy is essential for creating a positive work environment and reducing instances of CWB. Active listening plays a critical role in professional settings by improving understanding, minimizing misunderstandings, and fostering respect among colleagues. Clear verbal communication, characterized by concise language and audience awareness, is vital for effective message delivery. Non-verbal cues, including body language and tone, also significantly influence communication dynamics. Furthermore, employing conflict resolution techniques, such as active listening and constructive feedback, can help maintain a harmonious workplace. Mediators are instrumental in building trust and facilitating open dialogue, which can prevent conflicts from escalating. Organizations should implement tailored communication training programs that emphasize active listening and real-world practice to enhance employees' skills. Leadership is crucial in cultivating a culture of transparency and trust, and regular evaluation of communication initiatives is necessary for continuous improvement, ultimately leading to a more cohesive and productive work environment.

Key words: communication, skills, counterproductive behavior, professional settings

Introduction.

Counterproductive work behavior (CWB) is a significant concern for organizations aiming to maintain a productive work environment. Defined as any voluntary action by an employee that harms an organization or the people within it, CWB encompasses a range of behaviors that can disrupt workplace harmony and efficiency [1]. These behaviors vary widely, from minor infractions like excessive personal internet use during work hours to severe issues such as harassment and sabotage [2]. Understanding these behaviors is crucial for organizations, as they can hinder the achievement of organizational goals, ultimately affecting overall performance and success [3]. By identifying and categorizing these behaviors, companies can develop strategies to address and mitigate them effectively.

Main text

Several factors contribute to the emergence of counterproductive behavior in the workplace. Often, these behaviors stem from individual employee issues such as stress, dissatisfaction, or a perceived lack of fairness in the workplace [4]. Additionally, organizational factors like poor management practices, lack of resources, and unclear communication channels can exacerbate these issues, leading employees to act out in ways that are detrimental to the organization [4]. Understanding the root causes of CWB allows organizations to implement targeted interventions, such as training programs focused on stress management, conflict resolution, and ethical behavior [5].



The impact of counterproductive behaviors extends beyond individual performance, significantly affecting team dynamics and organizational success. Such behaviors can lead to a toxic work environment, where trust is eroded, and collaboration is hindered [6]. This not only affects team morale but can also lead to decreased productivity and higher turnover rates, which ultimately impact the organization's bottom line. Moreover, a workplace plagued with counterproductive behaviors may struggle to maintain a positive reputation, affecting its ability to attract and retain top talent [3]. Therefore, addressing these behaviors is imperative to fostering a harmonious work environment that supports both individual and organizational success.

Effective communication serves as the cornerstone of successful professional environments, playing a crucial role in employee development and organizational growth [7]. In the workplace, communication is not merely about the exchange of information; it is a dynamic process that involves building trust, resolving conflicts, and fostering creativity within teams [8]. This multifaceted nature of communication helps in establishing a positive work environment, which is essential for collaboration and productivity [9]. When communication channels are open and effective, employees feel more engaged and valued, leading to increased motivation and job satisfaction [10]. Moreover, two-way communication facilitates better working relationships and reduces misunderstandings that can interfere with both personal and professional interactions [11]. By prioritizing effective communication, organizations can ensure that their teams operate more efficiently and successfully [10].

Poor communication within professional settings is a significant contributing factor to counterproductive behavior [1]. When employees are unclear about their roles or expectations, it often leads to confusion and frustration, which can manifest as disengagement or workplace conflict [2]. The absence of clear communication channels can result in misunderstandings, missed deadlines, and decreased morale, ultimately impacting an organization's overall productivity and effectiveness [12]. Leaders play a crucial role in mitigating these issues by promoting open communication, collaboration, and setting clear expectations [2]. By doing so, they can help address grievances before they escalate into counterproductive work behavior (CWB) [5]. Effective communication strategies, such as active listening and providing constructive feedback, are vital tools in preventing these negative outcomes [8].

Communication breakdowns in the workplace can often lead to conflicts, which disrupt the harmonious functioning of teams [13]. Common causes of these breakdowns include a lack of clarity in expectations, poor communication practices, and personality differences among team members [14]. For instance, a simple misunderstanding due to ambiguous email instructions can result in missed deadlines, causing frustration and tension between colleagues [15]. Addressing these communication breakdowns requires implementing strategies like active listening, seeking common ground, and respecting diverse perspectives [8]. By focusing on these areas, organizations can improve decision-making processes and foster a more positive work environment [13]. Furthermore, regular check-ins and open communication between employees and management can help in promptly addressing issues, thus preventing them from escalating [5].



Effective communication is often hindered by a range of barriers that complicate interactions in professional settings. Among these, psychological barriers such as stress, anxiety, and lack of confidence can significantly impact how messages are conveyed and interpreted [7]. Moreover, attitudinal barriers, where individuals harbor preconceived notions about their colleagues, can lead to misunderstandings and strained relationships [16]. Emotional barriers also play a crucial role, as emotions like anger or frustration can cloud judgment and lead to impulsive reactions that are not conducive to clear communication [16]. These barriers can be exacerbated by fatigue and distractions, which limit one's ability to focus and engage effectively during conversations [9]. To mitigate these issues, it is vital to foster an environment that promotes open dialogue and actively addresses these psychological and emotional hindrances.

Cultural and language differences present another significant challenge to effective communication in the workplace. These differences can lead to misinterpretations and conflicts if not addressed properly [17]. Organizations often encounter cultural barriers when individuals from diverse backgrounds bring their unique perspectives and communication styles into the professional setting [16]. Language barriers can further complicate interactions, as non-native speakers may struggle with terminology or nuances in the language [17]. To bridge these gaps, embracing cultural awareness and sensitivity is essential. This involves recognizing and respecting diverse cultural norms, adapting communication styles accordingly, and investing in language training programs to facilitate better understanding and collaboration among team members [18]. By doing so, organizations can unlock the potential of cross-cultural communication and foster a more inclusive workplace [19].

Personal biases and assumptions can profoundly impact communication by coloring perceptions and influencing the way messages are received. Unconscious biases, for instance, can inadvertently shape interactions and lead to unfair treatment of colleagues, thereby stifling open communication [20]. These biases can manifest in recruitment, training, and decision-making processes, leading to a lack of diversity and inclusivity in the workplace [20]. Furthermore, assumptions about others' intentions or capabilities can lead to miscommunication and conflict, as individuals may not feel valued or understood [21]. Addressing these issues requires a conscious effort to recognize and challenge personal biases. Encouraging self-reflection and providing diversity training can help individuals become more aware of their biases and learn to communicate more effectively with others [21]. This approach not only improves interpersonal interactions but also enhances overall organizational performance by promoting a culture of respect and understanding.

Developing active listening skills is crucial for mitigating counterproductive behavior in professional settings. Techniques such as maintaining eye contact, using open body language, and adopting appropriate facial expressions play a significant role in demonstrating attentiveness during conversations [22]. Additionally, mastering the ability to read body language and tone of voice further enhances one's listening capabilities [23]. These techniques collectively contribute to a more engaged and focused interaction, ensuring that the listener is fully present and attentive. Practicing these methods consistently can lead to more effective communication, as they help in



understanding the speaker's message without interruptions or distractions. This active engagement not only prevents misunderstandings but also fosters a sense of respect and trust among team members.

Empathy is a vital component of active listening that significantly enhances communication skills in professional settings. By empathizing with others, individuals can better attune to the thoughts and feelings of the speaker, which is a fundamental aspect of effective listening [23]. This empathic approach allows for a deeper understanding of the speaker's perspective, facilitating a more meaningful exchange of ideas. Empathy bridges the gap between just hearing words and truly comprehending the underlying emotions and intentions. As professionals cultivate empathy within their listening practices, they create a supportive environment that encourages open and honest communication. This not only strengthens relationships within the team but also contributes to the overall emotional intelligence of the group, making it easier to navigate complex interpersonal dynamics.

The benefits of active listening in mitigating misunderstandings are both immediate and long-term, especially in professional settings. When team members actively listen to one another, it fosters better comprehension of information and reduces the likelihood of misinterpretations [8]. This clarity in communication prevents the escalation of conflicts and ensures that all parties are aligned in their objectives. Furthermore, active listening promotes a sense of respect and empathy, which are essential for building trust within a team. As a result, misunderstandings are minimized, leading to more efficient collaboration and problem-solving. By enhancing teamwork and reducing conflicts, active listening becomes an indispensable tool for improving overall workplace dynamics and achieving organizational goals.

Clear and concise verbal communication is essential in professional settings to ensure that messages are understood accurately and efficiently. One effective strategy is to think before speaking, which allows individuals to organize their thoughts and convey them logically [24]. This approach reduces misunderstandings and promotes clarity among team members. Additionally, using concise language helps eliminate unnecessary jargon and complexity, making it easier for the audience to grasp the core message. Understanding the audience is another critical component, as it involves tailoring the communication style to suit their preferences and knowledge levels. Employing these strategies not only enhances the delivery of information but also fosters a more productive work environment by reducing the likelihood of counterproductive behaviors.

The tone of voice and body language are powerful tools in conveying messages effectively. These nonverbal elements can significantly impact how a message is received and interpreted [8]. For instance, a positive and engaging tone can encourage open communication, while a harsh or dismissive tone may lead to misunderstandings and conflict. Similarly, body language such as facial expressions, gestures, and posture can either reinforce or contradict verbal messages, thereby influencing the overall communication process [25]. Being mindful of these aspects ensures that the intended message is delivered accurately, fostering trust and rapport among colleagues. This awareness not only aids in preventing counterproductive behavior but also enhances the overall quality of interactions in professional settings.



Role-playing and feedback are practical methods for improving verbal communication skills in the workplace. Engaging in role-playing exercises allows individuals to simulate real-life scenarios, providing them with an opportunity to practice and refine their communication strategies in a safe environment [26]. This experiential learning approach helps participants become more adept at handling various communication challenges, such as conflict resolution and negotiation. Feedback from peers and mentors further enhances this process by highlighting areas of improvement and reinforcing effective communication techniques. Constructive feedback focuses on future actions rather than past performance, motivating individuals to continuously develop their skills [27]. By incorporating role-playing and feedback into communication training, organizations can create a culture of continuous improvement and collaboration, ultimately reducing counterproductive behaviors.

Best practices for professional writing are essential for ensuring that the message is conveyed clearly and effectively in professional settings. One fundamental practice is keeping the audience in mind throughout the writing process, as this ensures that the information is relevant and tailored to those who will be reading it [28]. It is crucial to avoid verbosity; using concise language helps maintain clarity and keeps the reader engaged. This involves choosing words carefully and avoiding unnecessary jargon that might confuse the audience. Considering the best method to deliver your message is also important, whether it be through email, report, or another written format, as each has its own set of conventions and expectations. By adhering to these practices, professionals can enhance their written communication skills, thereby reducing misunderstandings and improving workplace interactions.

Despite its advantages, written communication can be fraught with common pitfalls, especially in email and report writing. One major pitfall is failing to maintain a professional tone, which can lead to misinterpretations and conflicts [29]. To avoid this, it is advisable to read over the written communication at least twice, focusing on both tone and content, to ensure that the message is conveyed as intended [30]. Another common mistake is not organizing the content effectively, which can result in confusion and a lack of clarity for the reader [31]. This can be mitigated by structuring the email or report logically, with clear headings and bullet points to highlight key information. By recognizing and avoiding these pitfalls, professionals can enhance their written communication, thereby fostering better understanding and collaboration in the workplace.

To further improve written communication skills, utilizing various tools and resources can be incredibly beneficial. There are numerous software and applications designed to enhance writing quality, such as grammar checkers and style guides, which can help ensure that communication is both grammatically correct and stylistically appropriate. Online platforms and courses offer valuable resources for learning and refining writing skills, providing guidance on everything from basic grammar to advanced writing techniques [32]. Additionally, engaging in communication training sessions can be particularly effective, as they cover essential aspects of professional writing and offer opportunities for practice and feedback. By taking advantage of these tools and resources, individuals can significantly improve their written communication skills, thus mitigating counterproductive behavior and enhancing professional



interactions.

Understanding body language and its impact is crucial for effective communication in professional settings. Body language encompasses a range of non-verbal cues, including posture, gestures, and facial expressions, which are instrumental in conveying our true intentions and emotions [33]. For instance, maintaining an open posture and steady eye contact can project confidence and sincerity, while crossed arms or avoiding eye contact might suggest defensiveness or disinterest [34]. When professionals are aware of their own body language, they can better manage the impressions they create, leading to improved interpersonal relationships. This awareness also allows individuals to interpret the body language of others, providing insight into their true feelings beyond spoken words. By mastering body language, professionals can enhance their communication skills, fostering an environment of trust and understanding [8].

Facial expressions and gestures play a pivotal role in communication by adding depth and meaning to verbal interactions. They serve as powerful communication tools that can reinforce or contradict the spoken word [25]. For example, a genuine smile can enhance a verbal message of appreciation, making it more impactful, while a frown can undermine a positive statement. Gestures, such as hand movements, can emphasize points, illustrate ideas, and aid in persuasion [35]. The ability to accurately read and use facial expressions and gestures effectively can improve rapport and collaboration within teams. By being mindful of these non-verbal elements, individuals can ensure their messages are received as intended, thus reducing the likelihood of misunderstandings [25].

Aligning verbal and non-verbal messages is essential for clear and effective communication. When verbal and non-verbal cues are inconsistent, it can lead to confusion and mistrust among colleagues [7]. To prevent this, professionals should strive for congruence between what they say and how they say it. For instance, delivering a serious message with a calm tone and steady eye contact ensures that the message is perceived with the intended gravity. Conversely, using a light-hearted tone with humorous gestures when discussing a challenging topic may lead to misinterpretation. By consciously aligning verbal and non-verbal communication, individuals can maintain clarity and foster positive interactions in the workplace [7].

Effective communication techniques are paramount in resolving conflicts within professional settings. By addressing conflicts directly with strategies such as active listening, constructive feedback, and seeking common ground, individuals can navigate disputes more effectively [8]. These approaches help to de-escalate tensions and foster understanding between parties. Active listening, for instance, involves fully concentrating, understanding, and responding to the speaker, which is crucial in acknowledging the concerns of all parties involved. Constructive feedback, on the other hand, focuses on providing positive suggestions rather than criticism, which can help in maintaining a respectful dialogue. Additionally, seeking common ground allows parties to find shared interests or goals, making it easier to reach a mutually beneficial resolution. These techniques collectively contribute to a more harmonious and productive work environment.

Mediators play a critical role in managing disputes by facilitating communication



between conflicting parties. Through their impartial stance, mediators help to ease workplace tensions and guide disputants towards a resolution [36]. By identifying and altering communication patterns, mediators can break down barriers that hinder effective dialogue. They establish trust between parties, which is essential for open and honest communication to occur. Moreover, mediators are skilled at recognizing when intervention is necessary, often stepping in at the initial phase of disagreement to prevent escalation [37]. This early intervention can save time and resources, while also preserving professional relationships. The involvement of a mediator thus ensures that conflicts are addressed in a structured and supportive manner, ultimately leading to more positive outcomes.

Building a culture of open dialogue and feedback within an organization is crucial for mitigating counterproductive behavior. By promoting open and honest communication, team members are encouraged to share their thoughts, ideas, and concerns without fear of retribution [38]. This approach fosters an atmosphere of trust and psychological safety, enabling individuals to engage more freely in discussions. Implementing effective feedback practices is another vital component, as it can significantly enhance workplace communication and employee engagement [39]. By actively listening to feedback, leaders and team members can address issues promptly and foster continuous improvement. Encouraging such practices not only improves organizational performance but also contributes to a more cohesive and collaborative team environment.

Designing effective communication training programs for employees is crucial in fostering a collaborative and productive work environment. To ensure these programs are impactful, they should be tailored to address specific communication challenges within the organization. This includes training on active listening, which is essential for understanding and addressing colleagues' concerns effectively. By emphasizing active listening, employees can enhance their ability to focus entirely on the speaker, thereby reducing misunderstandings and fostering a culture of respect and collaboration [32]. Furthermore, incorporating role-playing exercises and real-world scenarios into training sessions allows employees to practice and refine their communication skills in a safe and supportive environment. This hands-on approach not only improves communication proficiency but also boosts confidence, enabling employees to apply these skills in their daily interactions. Transitioning from theory to practice, organizations can significantly mitigate counterproductive behaviors by equipping their workforce with the necessary tools to communicate effectively.

The role of leadership in promoting communication skills is paramount, as leaders set the tone for communication practices within an organization. Effective leaders cultivate an environment where open communication is encouraged and valued. By modeling excellent communication skills themselves, leaders can inspire their teams to follow suit [40]. This involves not only articulating ideas clearly but also being receptive to feedback and demonstrating active listening. Leaders who prioritize communication foster a culture of transparency and trust, which are essential elements for team success. Additionally, training programs aimed at developing leaders' communication abilities should encompass various aspects, such as verbal, nonverbal, and written communication, to ensure they can convey their messages effectively in



diverse contexts [41]. As leaders enhance their communication skills, they become more adept at resolving conflicts, motivating their teams, and driving organizational success.

Evaluating the effectiveness of communication improvement initiatives is vital to ensure that these efforts translate into tangible benefits for the organization. This evaluation involves assessing how well information is shared and understood among team members, as well as examining the impact on employee morale, engagement, and productivity [42]. Organizations can utilize various methods to measure the success of these initiatives, such as surveys, feedback sessions, and performance metrics. By gathering insights from employees, companies can identify areas for improvement and adjust their training programs accordingly. Furthermore, regular assessment of communication strategies allows organizations to adapt to changing needs and continuously enhance their communication practices. Through careful evaluation and ongoing refinement, companies can ensure that their communication training programs effectively mitigate counterproductive behavior and contribute to a positive workplace culture.

Summary and conclusions

In conclusion, improving communication skills is a vital strategy for mitigating counterproductive behavior in professional settings. By understanding the definitions and causes of counterproductive behavior, organizations can recognize the significant impact that effective communication has on team dynamics and overall success. Addressing common communication barriers, such as cultural differences and personal biases, is essential for fostering a more inclusive workplace. Techniques such as active listening, clear verbal expression, and proficient written communication must be prioritized to reduce misunderstandings and conflicts. Additionally, the importance of non-verbal communication cannot be overlooked, as it plays a critical role in reinforcing or contradicting verbal messages. Implementing comprehensive communication training programs, supported by leadership, can further enhance these skills, creating a culture of open dialogue and continuous improvement. Ultimately, by prioritizing and investing in communication, organizations can not only decrease counterproductive behaviors but also cultivate a more cohesive and effective work environment.

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