

GLOSSARY

Effective communication is a two-way process that involves the sending and receiving of relevant information among team members of GSD. The successful process involves the transmission of complete information and its context to the receivers; and receiving of required information and its meanings from the senders in the global settings. Effective communication is a process of verbal and non-verbal information exchange, and it helps to exchange information and data, and to express opinions, needs, emotions, desires and fears (Bhatti, Ahsan, 2021).

Storytelling as an effective way to communicate in this environment to arrive at enhanced organizational communication and performance. Stories serve a persuasive communication function for organizations by representing personal, interpersonal, and corporate perspectives. They help reduce organizational uncertainty by quickly disseminating information, frame organizational events through their value-laden features, and promote organizational culture identification by establishing a social context for members (Barker, Gower).

GREEN ECONOMY - The analysis of various “green” concepts has historically been linked to a broader discussion of the relationship between sustainable development and the environment (Lavrinenko, O. et.al., 2019). Green growth is seen as a practical tool for achieving the timeless objective, which is sustainable development (Kasztelan, A., 2017). The concept of “**green economy**” includes ideas of many other approaches in economics and philosophy related to the issues of sustainable development. The survival and development of humanity requires the transition to “**green economy**”. This is a system of economic activities related to the production, distribution and consumption of goods and services that lead to the increase in human well-being in the long term, but at the same time without exposing future generations to significant environmental risks or environmental deficits. The implementation of the **green economy** concept was described as a long-term strategy for national economies to overcome the crisis (as cited in Barbier 2009), with the objectives of economic recovery; poverty eradication; as well as reducing carbon emissions, and stopping the degradation of ecosystems (Lavrinenko, O. et.al., 2019).

The theory and practice of **green marketing** has developed over more than 30 years, and the field provides valuable insight into the development of new markets for products and services with lower environmental impacts or higher sustainability credentials, through companies’ communication with consumers (Chamberlin, Boks, 2018).

Negotiation is an argument, conflict, agreement, disagreement as indications of collaborative learning (Tzanavaris, Nikiforos, Mouratidis, et. al., 2021).



EFFECTIVE COMMUNICATION

Effective communication through organizational change

Recent studies about communication show that communication has positive correlation with many organizational outputs like organizational commitment, performance, organizational citizenship behaviors, and job satisfaction. In contrast communication failure may cause functionless results like stress, job dissatisfaction, low trust, decrease in organizational commitment, severance intention, and absence and this can affect organization's efficiency negatively. Communication during organizational change reduces resistance to change. When resistance to change levels is low within an organization, the change-effort turns out to be more productive (Zareen Husain. (2013). Effective communication brings successful organizational change. *The Business & Management Review*, Vol. 3 No. 2, p. 43-50).

Meaningful communication informs and educates employees at all levels and motivates them to support the strategy. Communication needs to inform the organizational members about the change and how that change will alter the individual's work. Also, communication should be used to create a community which will increase commitment, trust, and identification with the organization and management, as well as communication shows impact on feelings of uncertainty and job insecurity (Zareen Husain. (2013). Effective communication brings successful organizational change. *The Business & Management Review*, Vol. 3 No. 2, p. 43-50).

1 table

Effective communication through stages of change

Stages	Details
1. Communicating during the 'unfreezing stage'	Primary communication objective is to prepare employees and the organization for the change. This step is also identified as " readying " the organization. Resistance will increase at the same rate with how big the change is and how much it affects the organization. However, it is much easier to overcome this resistance if the communication strategy is designed to account for the initial resistance. In order to prepare the organization for the change, it is important to communicate the objective of the change and what is going to happen and why ought to be conveyed.
2. Communicating during the 'move stage'	When change is being implemented, there is a lot of organizational activity. Because most of the employees are not directly involved in the change process and do not know exactly what is happening, the level of

	<p>uncertainty raises, and rumors appear. Thus, communication in this stage is very important and has the following objectives:</p> <ul style="list-style-type: none"> • to provide those not involved in the change implementation with detailed and accurate information of what is happening; • to provide those involved in the process with information about their roles in the change process, as well as information about how the change will affect them, and their new roles and responsibilities; • to dismiss all the misinformation that is circulating through the organization.
3. Communicating during the 'refreezing stage'	<p>The primary objective during this stage is to build structures and processes that support the new ways. The communication should be centered on answering employees' questions regarding efficiency, rewards, control, and relationship roles. In this stage, the responsibility of communicating with employees shifts from the top management and lower-level management, down the hierarchy to supervisory management. The information flow should be continuous, concrete, and multidirectional, so that employees have enough understanding of the personal implications the change has.</p>

Zareen Husain. (2013). Effective communication brings successful organizational change. *The Business & Management Review*, Vol. 3 No. 2, p. 43-50

Effective communication is oriented to:

1. Tackle Queries of Employees;
2. Generate Community Spirit;
3. Build Trust;
4. Motivate Employees.

The indicators of the effective communication are:

1. Employee Commitment;
2. Employee Participation and engagement;
3. Reducing Uncertainty;
4. Job Security;
5. Adding Feedback

Both verbal and nonverbal communication norms differ among the organizationally diverse workforce of today, as do the differences between individualistic and collective cultures

SPEAKING IN PUBLIC

Speaking in public is an area requiring very serious experience and preparation.

In searching for good topics, it is important to look for the overlap of knowledge and interests with the interests and information needs of the audience. Main aspect of speaking in public (Marshall H. Breeze, Rick D. Rudd, Gregory T. Gifford, and Catherine W. Shoulders. (2011). *Develop Your Public Speaking Skills: Tips for Beginning Speakers, Speech Coaches, and Judges*):

Content – content should receive significant time and attention during preparation. After all, it's the content that contains the message! Once the topic is selected, the speaker identifies the main points to be covered, then assembles facts and statistics, expert opinions, accepted theories and concepts, and any other available evidence to support the main points and convey the central message to the audience.

Structure – after the content of the speech is chosen, the speaker should consider both the overall speech structure as well as the structure of the information to be delivered.

Developing the Body – the message lies in the body, which usually includes three to five main points. These main points would support or explain the main theme of a presentation.

Developing the Introduction – once the body of the speech has been developed, the speaker should focus next on the introduction. A good introduction does the following: gets attention, discloses the purpose, establishes the credibility of the speaker, establishes rapport, provides the speech's road map.

Developing a Strong Conclusion – the conclusion should bring the presentation to a close. It should close the loop opened by the introduction. Where the introduction gives an advance notification of what will follow, the conclusion should review and reiterate the main points that have been covered. Where the introduction tells the audience how the presentation will benefit them, the conclusion should specifically tell the audience how and under what circumstances to apply the information provided. The conclusion should also touch again on the audience interests served by the material presented. This motivates the audience to remember and use the information.

During speaking in public, it is important to deal with the fear factors, be selective and negotiate, and use the power of invitation.

Speaking in public is the most commonly reported fear in the general population (as in Dwyer & Davidson, 2012; Sawyer, 2016). Public speaking anxiety is considered a social anxiety disorder and refers to the anxiety that an individual experiences when giving a speech or preparing to speak in front of others.

NEGOTIATION

Negotiation is one of the most important aspects of selling and buying (as in Neslin and Greenhalgh, 1983) and is a very effective marketing vehicle (as in Roman and Iacobucci, 2010). The negotiations conducted while carrying out a sale involve two parties, a seller and a buyer, interacting voluntarily to come up with an exchange agreement which will be a compromise between each party's interests and expectations (as in Patton and Balakrishnan, 2010). This applies whether both stakeholders are firms (e.g., B2B with a purchasing manager as the buyer and a marketing manager as the seller) or where the buyer is an individual (e.g., B2C). Existing empirical research primarily focuses on one aspect of the sales dyad — the buyer. Over-emphasizing buyer behavior is misleading since the seller's negotiation orientation is just as critical to the outcome of dyadic interactions (as in Mintu-Wimsatt and Gassenheimer, 1996). The bilateral context of sales negotiation allows both sellers and buyers to have some monopoly power (as in Rapoport et al., 1995). Negotiation is desirable to solve the conflicts among multiple entities in a non-cooperative environment. Effective negotiations can solve the conflicting goals among multiple entities, such as the conflicts between utility and end-use consumers (i.e., maximization of the payoffs of both sides) and the competitions among multiple energy generators (i.e., maximization of their generations). In summary, coordination and negotiation play a significant role in the management (Maomao Hu, Fu Xiao, Shengwei Wang. (2021). Neighborhood-level coordination and negotiation techniques for managing demand-side flexibility in residential microgrids. Renewable and Sustainable Energy Reviews, Volume 135). There are three types of negotiation behaviors

- i) **utility-to-home negotiation** - s used to solve the conflicting goals between utility and homes, i.e., maximization profits for both utility side and consumer side;
- ii) **generator-to-generator negotiation** - is normally applied to deal with the conflict of maximizing generations for all generators;
- iii) **utility-to-utility negotiation** - is used to solve the non-cooperative problems when there are multiple utility companies connected to a residential microgrid.

Negotiation is a more rational way to communicate, where things are explicit, argued, agreed or disagreed. Negotiation and conflicts demand a result, even in the form of disagreement, so they should have, more or less, some kind of restriction.

A classic example of differences in negotiation is seen in the labor market, where gender differences in initiating and engaging in negotiations are noted as contributing to the persistent gender wage gap. Although negotiation in the labor market is of key concern, it

is unfortunately a market where it is challenging to examine gender differences in negotiation. While finding that statistical discrimination gives rise to a male advantage, the incentives of the study only resulted in transactions 3% of the time, and thus make it difficult to capture gender differences in negotiation

To successfully negotiate a deal, it is not enough to communicate fluently: pragmatic planning of persuasive negotiation strategies is essential. While modern dialogue agents excel at generating fluent sentences, they still lack pragmatic grounding and cannot reason strategically.

Intuition suggests that individual differences should play an important role in negotiation performance.

Individuals:

- (a) select each other,
- (b) set expectancies for each other,
- (c) serve as behavioral triggers and affordances for each other,
- (d) reciprocate and complement each other's behaviors,
- (e) vary in their responses to identical behaviors.

COMMUNICATION FOR “CIRCULAR ECONOMY UNDERSTANDING” AND “CIRCULAR ECONOMY STORYTELLING”

Circular economy comes as an alternative to the linear economy model based on **Smarter product manufacturing**, efficient use of energy, materials, and resources, eliminating waste and pollution, and minimizing the use of virgin and non-renewable resources.

- **Keeping products and their parts at their highest value** for a longer time, providing them with as many “lives” as possible, and optimizing their use not only during their first lifecycle, but during subsequent life cycles as well.
- **Useful application of materials** which are considered as waste, by regenerating natural resources and restoring finite materials to be used again.

Few studies that incorporate a marketing and communications perspective on the circular economy or which focus on the ways in which businesses providing circular products or services currently use communications to market their offerings and influence consumer behavior. Transition to a circular economy may require an increase in consumer involvement, for instance through the performance of activities such as product return or

resale (Chamberlin, Boks, 2018). Principles of a circular economy that are used by businesses to explore their marketing communications with customers via their

- **Longevity** (i.e., encouraging long use, or resisting obsolescence)
- **Leasing** (i.e., PSS or servitization, slowing the loop by providing access over ownership)
- **Reuse** (i.e., extended use, or postponing obsolescence through extending product life)
- **Recycling** (i.e., recovery, or reversing obsolescence through extending material life)

When it comes to marketing circular or sustainable consumption, it is recognized that companies have a role to play, and that increasingly this is about changing consumer behavior at both purchase and use phases (*as cited in Bocken, N. (2017). Business-led sustainable consumption initiatives: Impacts and lessons learned. J. Manag. Dev., 36, 81–96.*). Close communications between a company and its user or consumer group are key to the success of innovative business models (Chamberlin, Boks, 2018).

As with conventional marketing, green marketing strategies make use of segmentation, targeting, positioning and differentiation as well as the 4Ps marketing mix, with most consumers reporting positive attitudes to green advertising and promotion (*as cited in Groening, Sarkis, Zhu, 2018; Dangelico, Vocalelli, 2017*). In practical terms, green marketing has evolved from reassuring customers with end-of-pipe solutions that mitigate pollution and address moral issues, to creating new markets and competitive advantage for business through desirable green products and services; more recently it has attempted the ‘normalization’ and integration of sustainability (*as cited in Martin, Schouten, 2014*) by introducing longer term perspectives and addressing business models such as localization or product service systems (*as in Vocalelli, 2017*) – which could also be seen as facilitating a circular economy (Chamberlin, Boks, 2018).

Communication is highly related to stories and storytelling.

Stories are memorable, easy to understand, and establish a common ground with others that create credibility. Narratives also create a sense of empathy from a cognitive and emotional position to help us understand the experiences and world views of others. Additionally, narrative theory and storytelling recognizes human beings as innate storytellers and posits that all forms of human communication are best relayed as stories. Stories help us to make sense of what we are, where we come from, and what we want to be. Narrative also assumes that humans use rationality and logic to assess stories as listeners and recreate a reality based on what is presented to them. This interesting combination of a sender’s innate ability to tell stories and the theory’s assumption of the receiver’s ability to logically evaluate the story’s content offers an intriguing opportunity for narrative and storytelling to be used more regularly in the global business environment to allow a swifter and more

effective form of organizational communication. Storytelling has already been recognized as an excellent business tool in many organization areas. It has been used for introducing change, change management, communication, design management, leadership, and organizational learning.



<https://www.dse.univr.it/documenti/Avviso/all/all886336.pdf>

1 fig. Storytelling Model of Organizational Communication

The strengths of storytelling as a communication method, recognizing all humans as storytellers with the ability to send and receive messages that establish a value-laden reality, establishes a common ground among all participants and provides a faster method of establishing a social relationship

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