

Management style and internal communication. The case of media managers in Colombia

Work in progress

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Purpose of this research

- To determine management and communication practices in Colombian news media executives
- To generate knowledge about management of communication companies
- To contribute to research and discussion about the subject in academic and professional settlements

Importance of this research

- Scarce studies done in the country, relative to media management
- Implementation of strategies that search a balance between service and economic stability
- Significant changes in the organizational structures of the communication media as a consequence of the technological and economic transformations, which affects managerial functions

- Colombian spending in the telecommunications sector has increased noticeably throughout the last years especially in Internet, cable television, and mobile telephone

- The need to revise the way in which management boards of information companies carry out their work in order to make effective processes such as:
 - Organizational change
 - Establishment of fluid relations in complex management structures
 - The support given by the management areas regarding contents

Management style

The management must not be only focused in the achievement of a productive goal, but it also fulfills an exchange mission that intended to influence decision makers which may affect the stability of the organization, or who participate in the achievement of corporate goals.

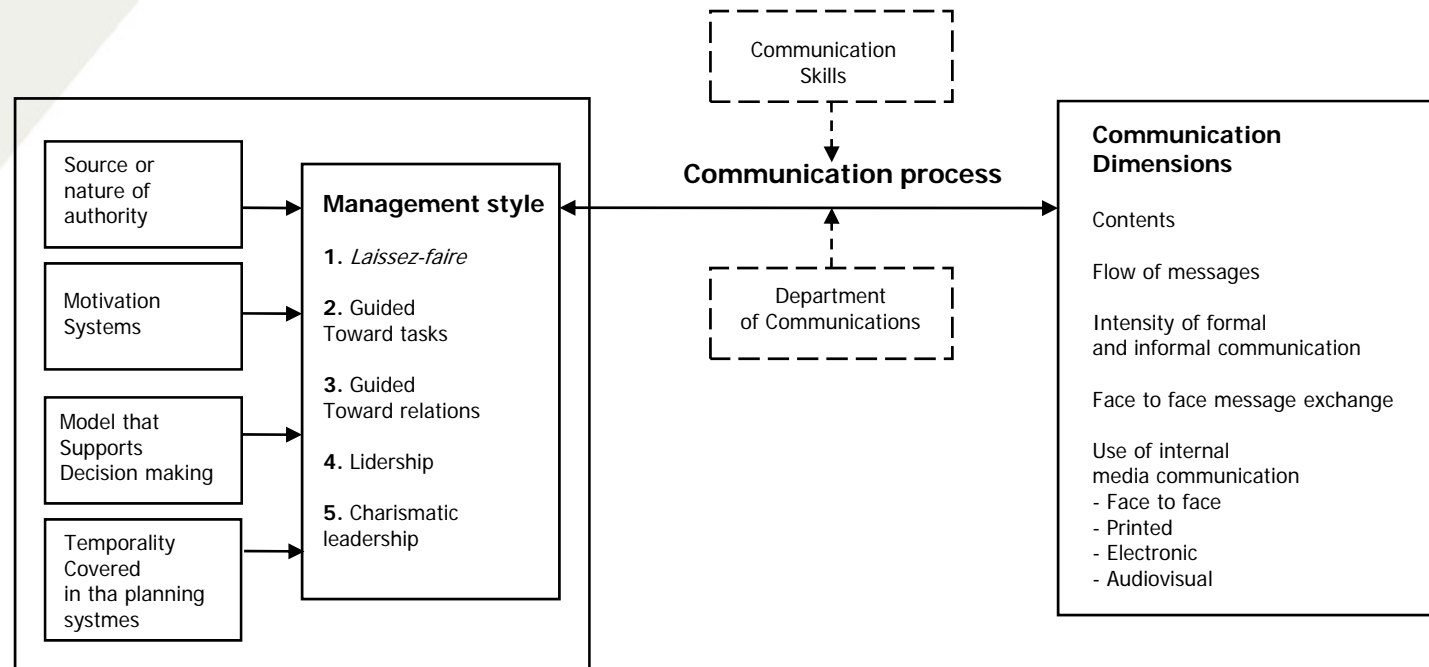
Management Style

- It is based on the ideas that directive has about the disposition of people towards their work
- These ideas guide their actualizations in the different roles that executive performs and determine the aspects such as the motivation systems and decision making that they recur to

Communicational dimension of the management style

The message exchange enables the directive to know the interest of the different organizational publics and to maintain relations of reciprocal influence, it is necessary to include communication concept inside style concept

Model of analysis



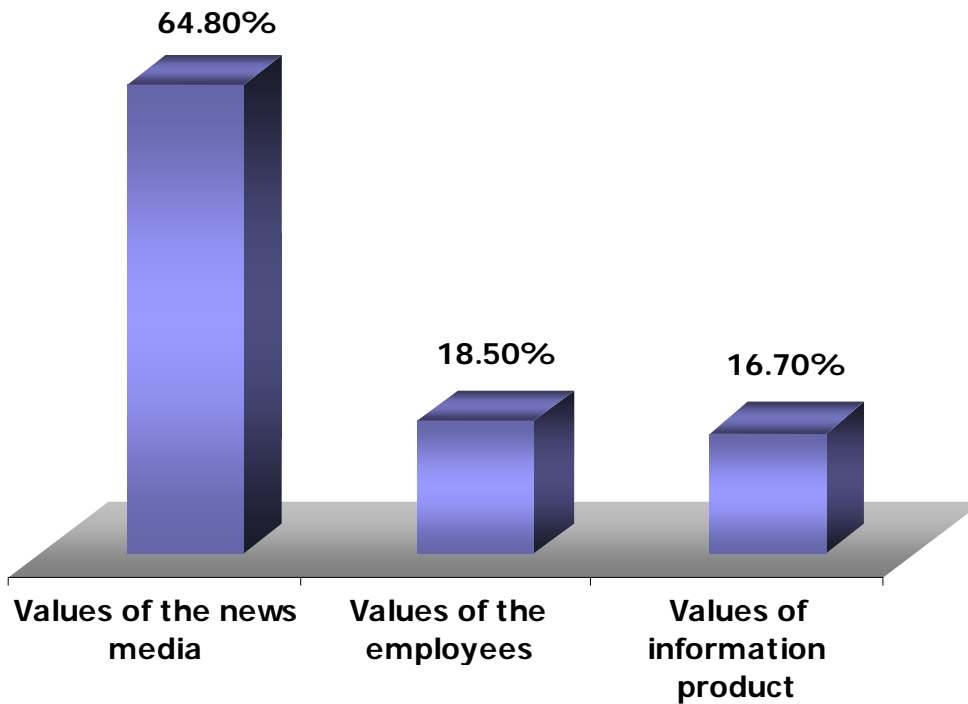
Methodology

- Semi structured interviews
- 37 questions
 - Multiple choice format
 - Grading scale from 0 to 5
- Media selected
 - News contents
 - Highest audience levels: EGM, TGI
- Media managers
 - Bogotá, Medellín, Cali, Barranquilla, Bucaramanga, Manizales, Montería y Cúcuta

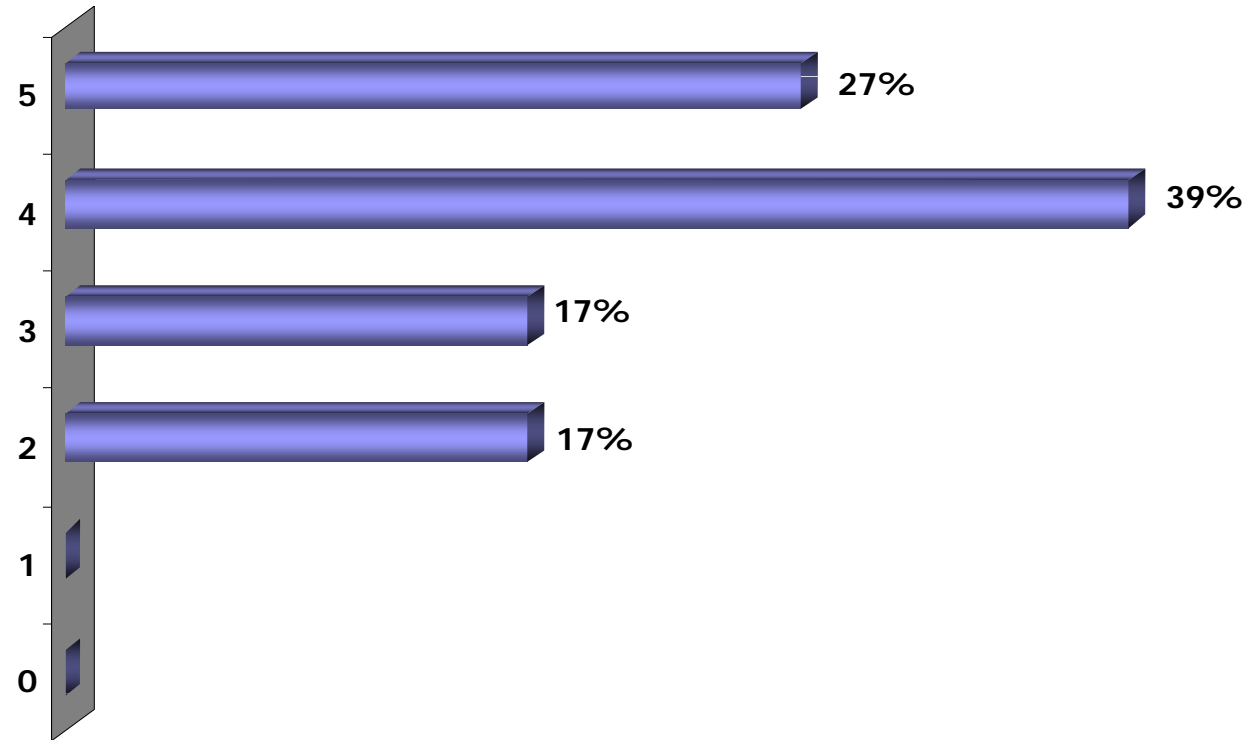
Sample composition

No.	City	Position	Number of employees
1	Barranquilla	Manager of the regional television channel	22
2		Manager of the regional newspaper	320
3	Bogotá	Manager of the national multimedia group	3.500
4		CEO of the national radio network	1.267
5		General manager of the national radio network of an international group	800
6		Administrative Vice/president of a national television channel	829
7	Bucaramanga	Manager of the regional radio network	52
8		Administrative director of the regional radio network	30
9	Cali	Manager of the regional newspaper	580
10		Manager of the regional radio	55
11	Cúcuta	Manager of the regional newspaper	140
12	Manizales	Manager of the regional television channel	31
13	Medellín	Manager of regional radio	130
14		Manager of regional radio	120
15		Manager of regional newspaper	200
16		Manager of the regional newspaper	550
17		Manager of the regional television channel	97
18	Montería	Manager of the regional newspaper	145

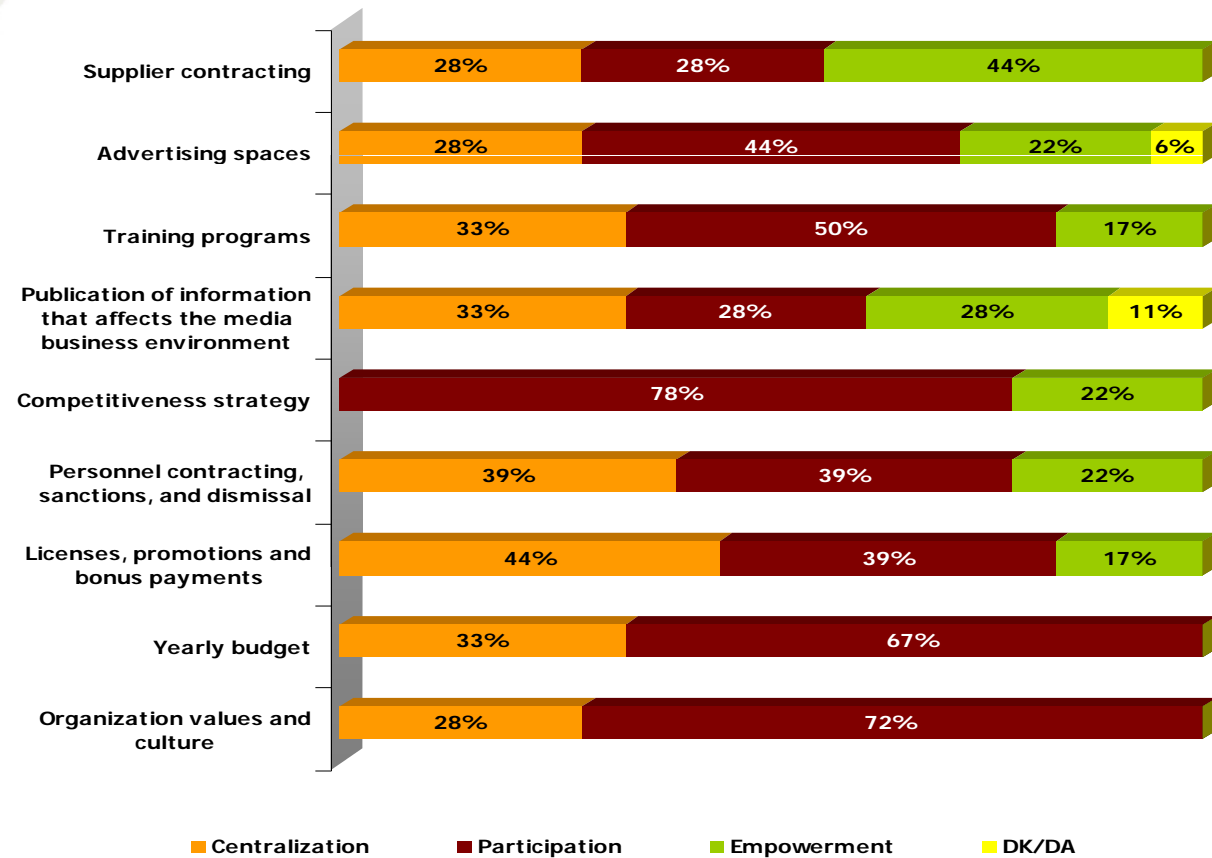
Most representative organizational values



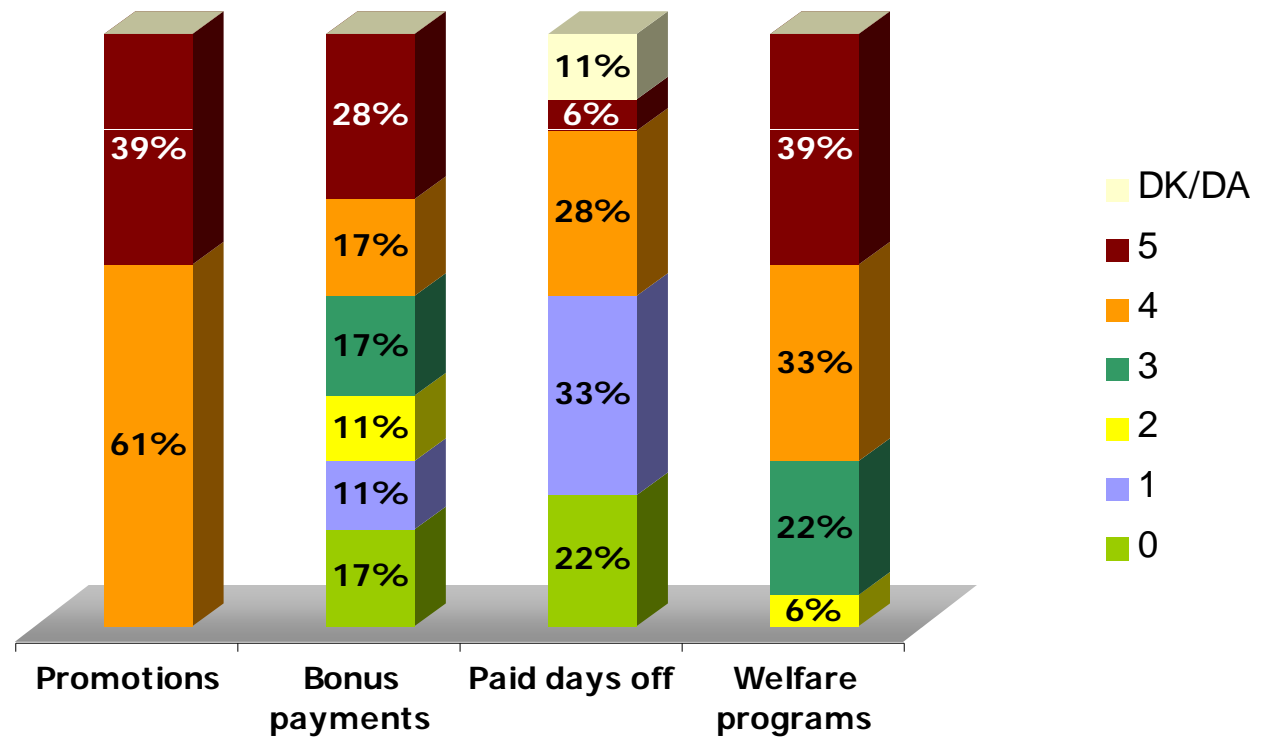
Diffusion of values by the manager



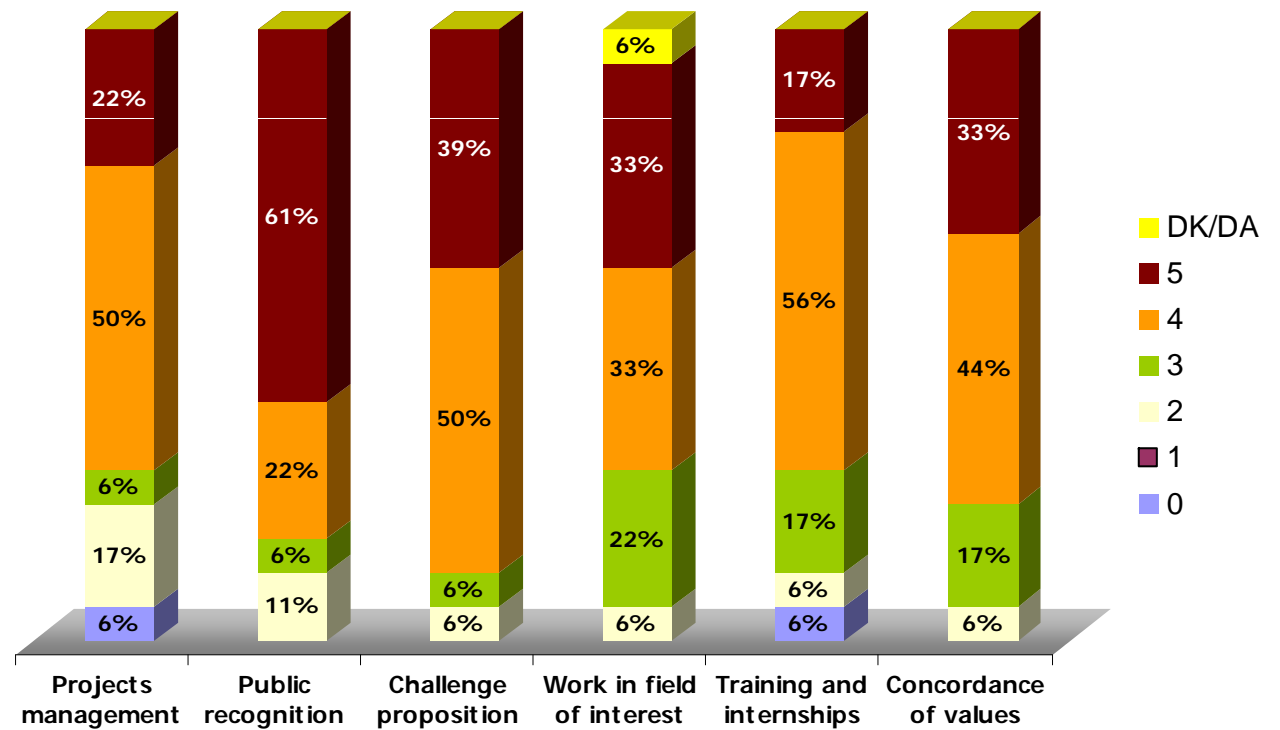
Models of decision making



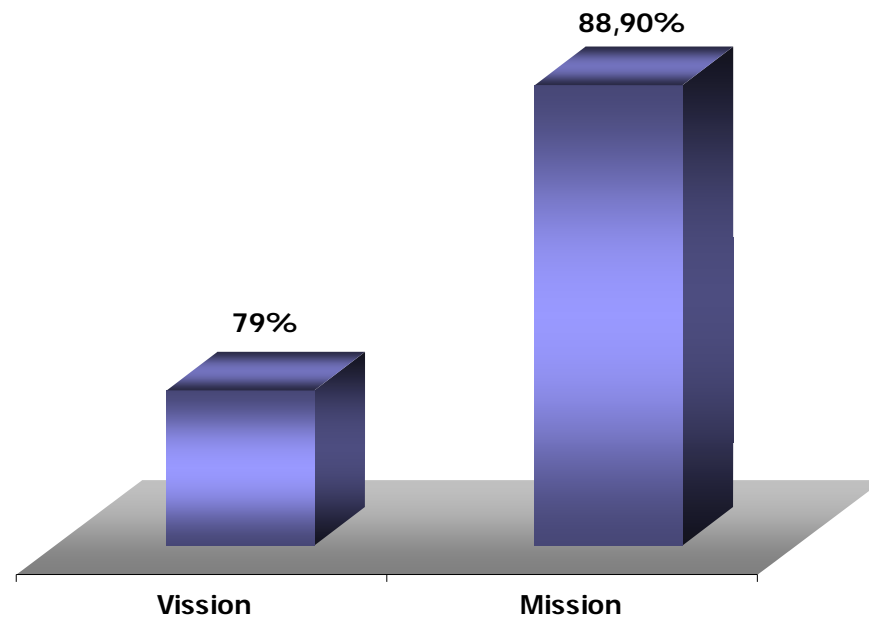
Use of extrinsic motivations



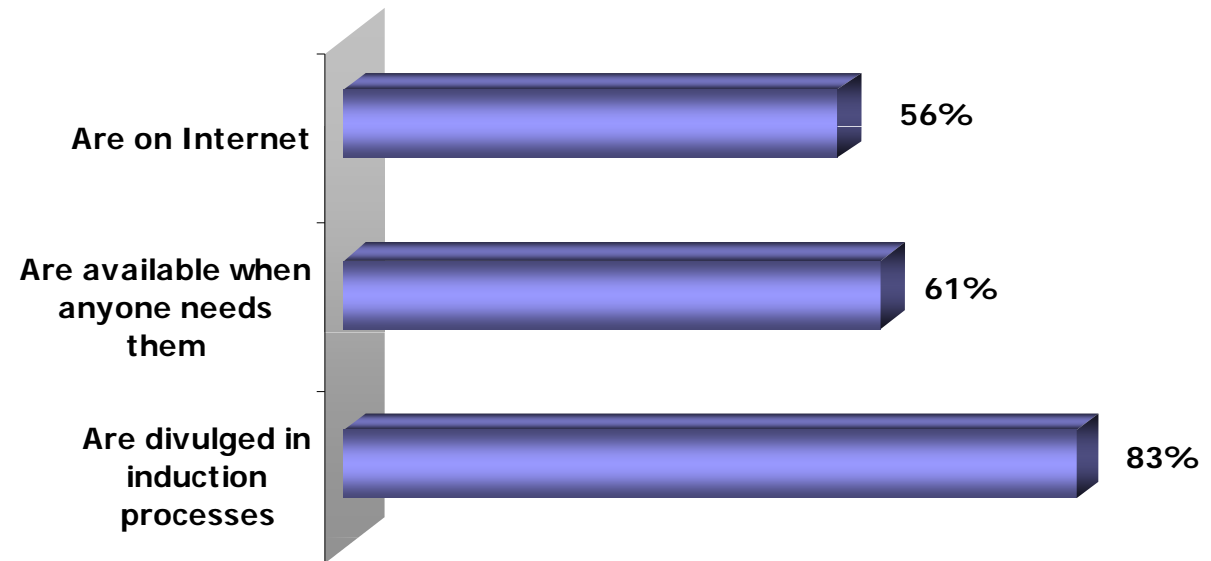
Use of intrinsic motivations



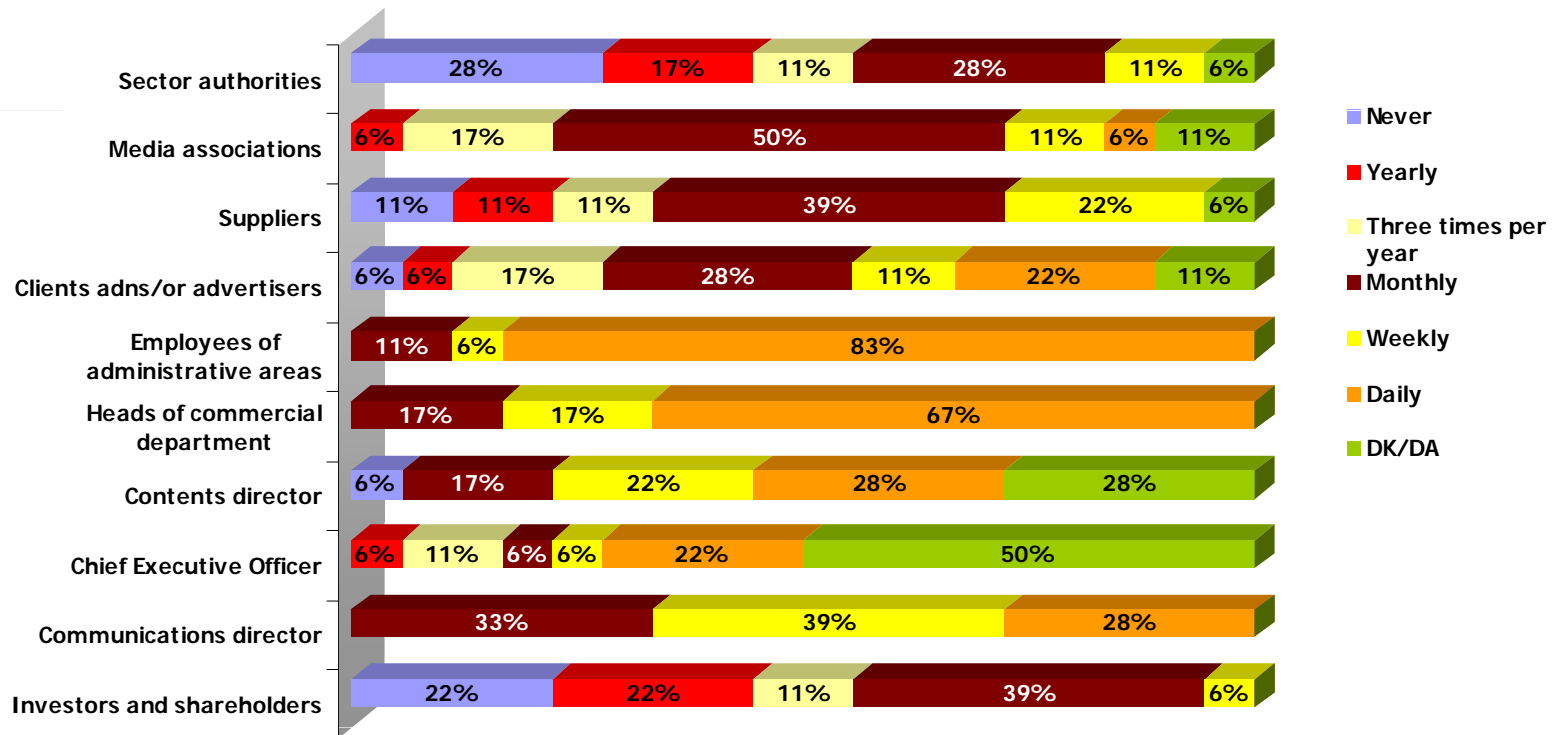
Existence of vision and mission



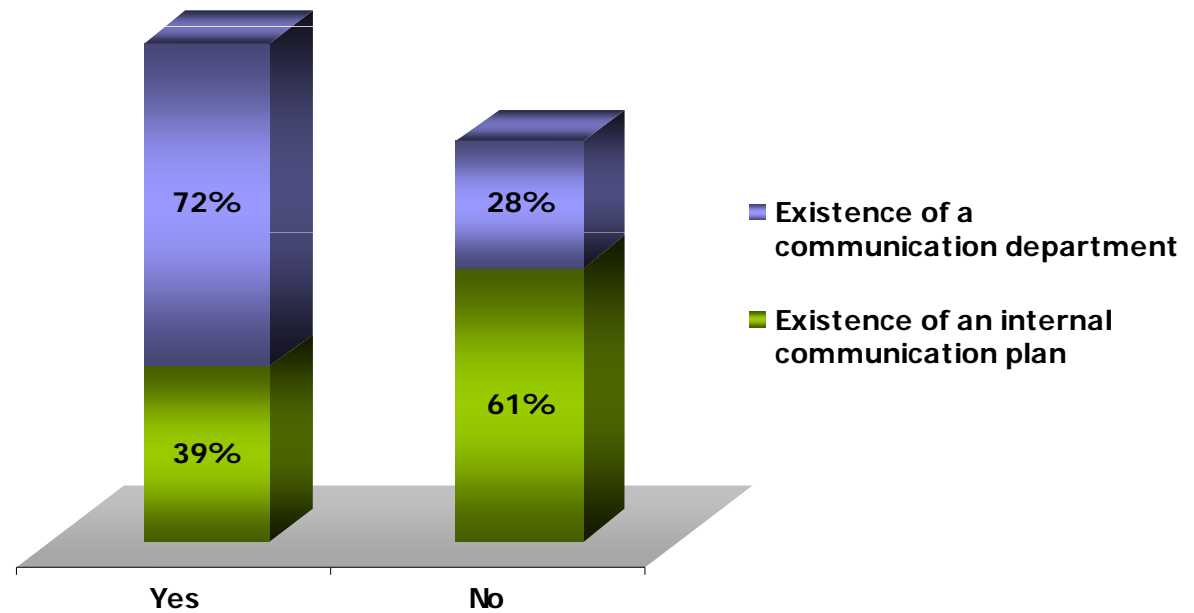
Diffusion of vision and mission



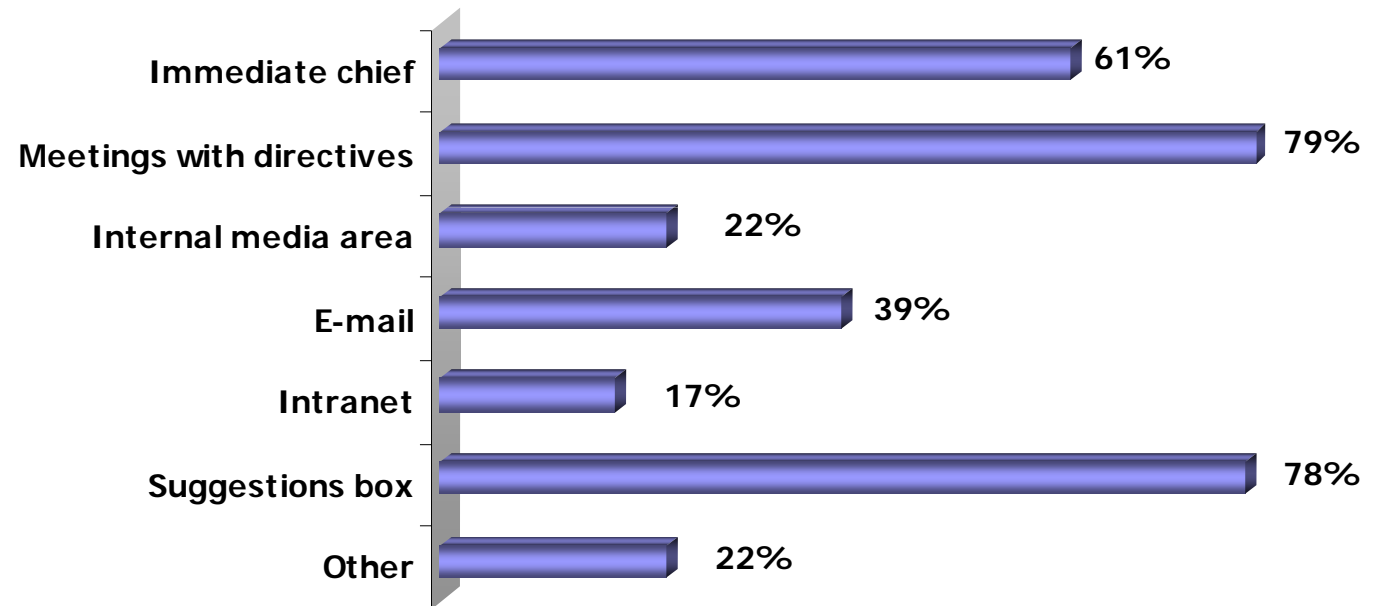
Meeting frequency with organizational publics



Communication areas and internal communication plan



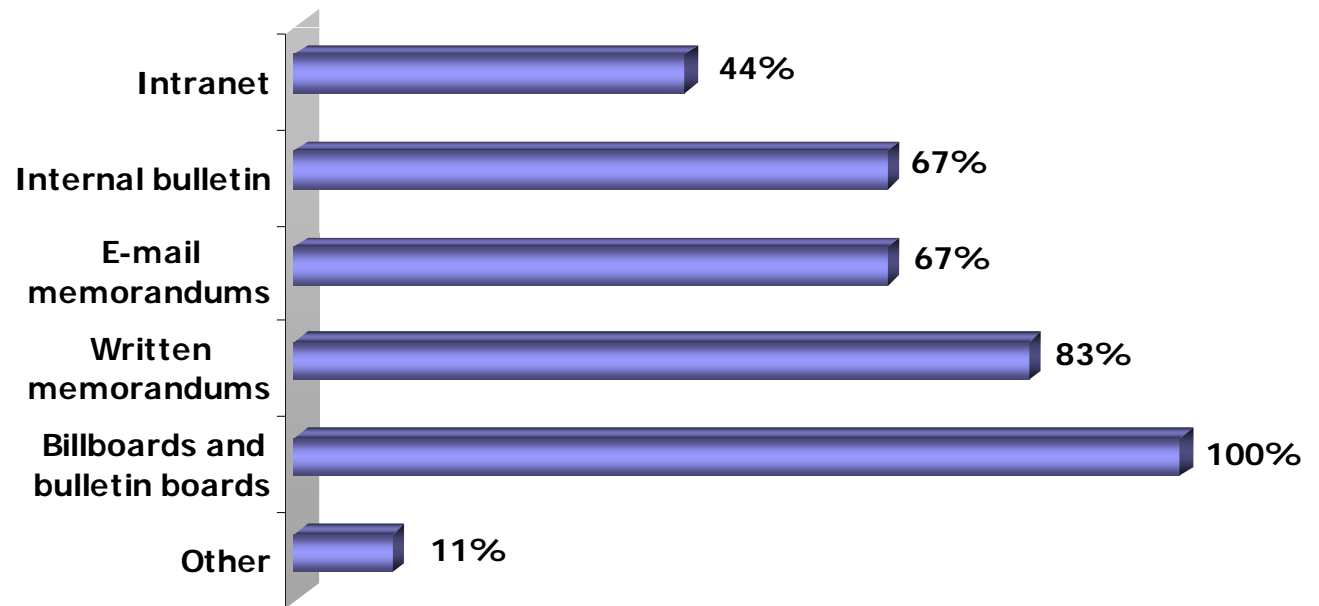
Channels established to know employees inquiries and suggestions



The way people access to the manager



Availability of media for internal communication



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