

## Resumen

Man-Ser SRL es una empresa familiar metalúrgica de la ciudad de Córdoba. Dada la especificidad de sus productos y servicios, identifica a la calidad como un factor clave de éxito. Sin embargo, no ha logrado solucionar desvíos productivos asociados a la comunicación interna y el liderazgo.

En base a esta dificultad, se realizó el análisis del contexto interno de la organización articulándolo con el externo mediante las herramientas PEST y 5 fuerzas de Porter. Se describieron posteriormente, los conceptos de comunicación interna, canales tecnológicos de comunicación y liderazgo-coach para realizar un diagnóstico de la organización. Se evidenció que los desvíos se asocian a falta de delegación, sobrecarga de tareas y dificultad para dar respuesta a necesidades de formación por parte de los líderes. La comunicación interna con énfasis en lo funcional dificulta la coordinación, autonomía y motivación para resolución de desvíos.

Como respuesta se propuso implementar un plan de comunicación interna y formación de líderes que permita desarrollar la implicancia y autonomía del personal, e identificar y solucionar los desvíos. Las acciones consisten en el establecimiento de un esquema de reuniones para el desarrollo de los proyectos, la implementación de canales tecnológicos de comunicación y la formación de líderes en herramientas de liderazgo-coach. Se concluye que la implementación tendrá tanto un impacto económico mediante un retorno de inversión del 191%, como influencia en la estructura organizacional a través del desarrollo de potencialidades que impacten en nuevos roles necesarios para la organización.

*Palabras clave:* Comunicación Interna, Comunicación Tecnológica, Liderazgo, Coaching

## **Abstract**

MAN-SER Ltd. is a metallurgical, family-owned business established in Córdoba city. Due to the specificity of their products, quality is key in their success. Nevertheless, they have not been able to solve manufacturing issues linked to lack of communication within the organization and of leadership.

Based on these, the internal and external contexts of the company were analyzed by means of Management tools such as PEST and Porter's Five Forces Analysis. The concepts of internal communication, technology-based communication channels and leadership coaching were further described to target the main problems undergone by the company. The manufacturing problems that were affecting the business were a result of lack of task delegation, overwork, and leaders not being able to solve the staff's training needs. Moreover, it was noticed that internal communication was focused mainly on the operational which made coordination, autonomy, and motivation to solve pertaining manufacturing issues difficult to achieve.

In accordance with the difficulties above mentioned, it was proposed that a new internal communication and leader training plan was adopted in order to build up on staff autonomy which would eventually help to address and solve manufacturing problems that may arise; in addition, the establishment of a meeting scheme for project development, the implementation of technology-based communication channels and staff training based on leadership-coaching strategies was also advised.

It is likely that if these changes were introduced, the company would benefit not only economically from a 191% investment income, but also the internal organizational scheme would be positively influenced by the development of key working skills that would match the organization's needs.

*Key Words:* Internal Communication, Technological Communication, Leadership, Coaching.