

CrossRef DOI of original article:

Communicating through Non-Communication or Over-Communication

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Received: 1 January 1970 Accepted: 1 January 1970 Published: 1 January 1970

Abstract

Communication is a topic that, at present, represents one of the most in-depth issues at both doctrinal and pragmatic levels. This issue is addressed both concerning interpersonal relationships between individuals and regarding the communication that companies implement within the entrepreneurial structure, and implemented between managers, employees and collaborators, or aimed at third parties outside the companies. The paper seeks to highlight some often underestimated observations regarding communication concerning the dissemination of news and information to the outside world by companies. The article's purpose is not to examine all the elements relating to communication but to focus on some specific aspects that are often not considered, not even at a doctrinal level, in the field of communication. This usually has severe consequences for the company's situation, which, precisely because it does not consider these elements, sees its income, financial, sustainability, and general conditions gradually worsen until it embarks on the dead-end road that leads to voluntary or judicial liquidation.

Index terms— communication, corporate communication to the outside world, non-communication, gradualness in communication, over-communication.

1 1) Why Talk about Communication between us and others and Not between me and others

After many publications on financial reporting, management control, auditing, corporate law, etc., I feel it is only suitable to devote an article to the problem of communication between information providers and receivers.

When I explain that I teach financial statements and financial statement analysis, usually every interlocutor of mine comes out with a 'what a dry subject'. That makes me laugh a bit because, in 90% of the cases, my interlocutors say, 'I was never any good at maths, showing that they don't even remotely know what they are talking about. This is particularly relevant in the communication between people trying to compare their opinions; what you have pointed out above sounds like an almost ridiculous anecdote that has no place in an academic and scientific article. In reality, however, if one reasoned about the communication that companies must carry out to third parties outside the company, one would understand how this issue, which I posed as a personal anecdote, has enormous relevance. When a company publishes a balance sheet and highlights accounts that can only be understood if one has a basis in accounting, and people criticise the presence of these accounts by stating that the balance sheet is not understandable, one understands how in communication, there is an evident and considerable obstacle that prevents a clear and intelligible comparison between people's opinions and between the communication implemented by companies and the opinions that third parties outside the company have of that company. We will also return to this issue later because, although it may seem irrelevant, it identifies an essential element in the communication, financial and sustainability that companies carry out towards the outside world and third-party users who do not belong to the institutional setup.

I live in Mestre. Mestre is the city that represents the mainland of Venice. And it is evident that if a person compares Mestre, a very typical modern city, with Venice, Mestre will always come out the loser in terms of

1 1) WHY TALK ABOUT COMMUNICATION BETWEEN US AND OTHERS AND NOT BETWEEN ME AND OTHERS

44 romantic beauty and stratospheric magnificence of monuments, churches and museums. In this regard, again, to
45 make it clear what is meant by communication and, therefore, what communication can lead to understanding
46 the thought of the interlocutor with whom one is communicating, I can relate another anecdote that may seem
47 absolutely out of place in an academic article but, as we will see in the following pages, is not at all. When I say
48 that I live in Mestre, 95% of the time, the interlocutor emphasises, 'Mestre? What a horror! I passed there on
49 the ring road. It's horrible. I am a lady, so I cannot express my thoughts here because I wonder how a mediocly
50 intelligent person can judge a city through a 'visit to the ring road'. Anyway, never mind. So much so that I
51 continue to live in Mestre, with the aggravating circumstance that I am super well off here (...yes, I know...it
52 should not write like that, but I do it anyway).

53 The above shows how communication sometimes takes place without having the necessary information so that
54 the thought one intends to spread can make sense. One wonders: does it make sense to criticise a city without
55 having seen it and based only on what is said by people who themselves have never seen it? Does it make sense
56 to express a negative judgement on a place when the landscape in question has been glimpsed from a ring road
57 and has not been experienced, looked at, turned around, in the context of the towns and cities that are included
58 in that landscape and that, coincidentally, also have a ring road that often does not pass through the city but
59 skims it without creating any particular problems for the city itself, except of course considering the problems
60 that inevitably have the inhabitants who live a few metres from the ring road? However, if you allow me, this
61 applies when a marvellously stratospheric and extremely luxurious apartment building is on a bustling street.
62 On the lower floors, the traffic will create considerable noise problems, but that is not why someone says the
63 apartment building is horrible and unlivable, especially if you have never seen it.

64 The above is intended to highlight how the communication DE elements whose structure, nature, characteristics
65 and peculiarities are unknown is, quite clearly, a deficit communication. The deficit lies in the element being
66 communicated. One communicates what one does not know and, therefore, communicates nothing. This simple
67 thought should be evident in the minds of all communicators, including companies and businesses. When
68 communication takes place on elements with no accurate reflection and no specific content because they are
69 data, often extrapolated from documents that have nothing to do with the company, it is clear that when
70 communicated and, once again, nothingness.

71 For example, although this issue will be explored in more detail in the following pages, we would like to
72 anticipate an example of the issue in the case where a company, which does not implement any substantive
73 policy related to sustainability, draws up a sustainability report of dozens of glossy pages with dozens of photos
74 of smiling people, blue skies, photos of the work location, and general data that in reality add nothing to the
75 nothing that, in essence, is the report. One often reads reports in which there are technical-scientific explanations
76 of elements related to environmental pollution and business-related data. The form in which the information
77 is structured misleads the reader as it seems that the company's management activities are high in the field of
78 sustainability. Suppose an expert in environmental engineering reads the report.

79 In that case, one can discover how the pages in which a scientific topic is explained in detail often contain
80 considerable errors, and, in addition to this, one can discover that the structure of the information connected to
81 the company's management action in this field is essentially null and void in that the data is structured in such
82 a way as to highlight a situation that, in reality, is different from what superficially appears when reading the
83 values.

84 Communicating what one does not know, what one has never seen, and what one has never realised on a
85 practical, pragmatic and technical level appears to be an operation that is not only fraudulent if implemented in
86 the field of corporate communication destined for the outside world, but also meaningless and devoid of any real
87 communicative element. In this case, as we have already had to point out, one communicates nothing insofar
88 as one communicates has no actual content that must disseminate to other parties or, in the case of corporate
89 communication, to third parties outside the companies themselves.

90 Before addressing the issue of financial communication, sustainability and communication between the
91 company and third parties, Sorry without the use of documents (direct communication, for example, in assemblies,
92 meetings, etc.), I would like to explain why a university lecturer who teaches something considered arid (sic!!!!)
93 and lives in a place considered horrendous (sic!!!!!!!!!!!!) gets it into her head to write an article on communication
94 concerning financial statements and communication between the subjects operating in the company.

95 The trigger was that yesterday, a person (woman) whom I have known for about five months ranted at me on
96 the phone, saying that I did not understand her problems and that she would never expect a friend to behave
97 the same way.

98 After hanging up the phone, I said to myself that after more than 200 publications on the subject of budgets and
99 costs, the time has come to write a 'slimmed-down' book on communication concerning budgets and interpersonal
100 relations in the company. Instead of a book, I opted for a slimmed-down article to focus on some essential points
101 of contact that are often not sufficiently addressed.

102 I am equally aware that venturing into a field that is APPARENTLY not one's own can ensure disappointment.
103 But since I expect absolutely nothing, if someone reads these words, it will mean that I have succeeded in
104 publishing the work. If not, I will be happy all the same as my future is not connected to the publication of these
105 "free thoughts".

106 Before explaining the title of this chapter, I would like to point out how, in the last lines, I deliberately

107 used a term I wish to emphasise: APPARENTLY this is not my field. This is only apparently true because I
108 firmly believe (I know... this should not write either, but I do it anyway) that, on the one hand, as a teacher,
109 communication is an essential element of my work and, on the other hand, as a personal communication probably
110 identifies one of the founding elements of life itself. Understanding what it means to communicate and, above
111 all, understanding the implications of our communication is not the 'field' of anyone or any academic subject. It
112 is the field of all of us as we all, like it or not, have to deal with this issue.

113 Speaking of budgets, then, the subject is central. Suppose the financial statement communication is misleading
114 (we will see later why it can be so). In that case, the message contained in the documents that constitute the
115 companies' information tool for external third parties is either misleading or concealed, depending on the will of
116 the document's drafter.

117 Just one last consideration: if you think you will find in this work the various meanings attributable, for
118 instance, to body movements (e.g. if a person looks to the right, it means he is telling the truth. If he looks to
119 the left, he is, of course, lying) or to the presence of particular physical features, you will be disappointed.

120 In this set of meditations, you will find the keys to interpreting verbal and non-verbal communication in a
121 general sense and, consequently, without specific reference to particular physical tics and/or gestural behaviour.
122 Speaking then, in particular, of financial statements, it is evident that such considerations are worthless.

123 Speaking of financial statement communication, the focus will be on the document and its ability to provide
124 correct and understandable information.

125 After this brief introduction, we come to the following: why is the chapter entitled "Why talk about
126 communication between us and others and not between me and others"? After all, using the plural majestatis is
127 perhaps excessive, considering that I am not the Pope.

128 I titled it that way because that is how we all see communication. No one or very few think that the opinion
129 regarding the meaning of communication is personal and subjective. Most of us think that what we believe
130 reflects the idea of most people. And here, of course, lies the error. Because if I am aware that I am doing
131 or saying something personal and subjective, I already start from the consideration that others might think
132 differently. But if, on the contrary, I consider that practically everyone shares my thought, it is evident that
133 talking about communication between us and others and not between me and others seems an apt phrase to
134 express the situation.

135 What has been pointed out above may seem unimportant and almost superficial. In fact, on the contrary,
136 a consideration is no foundation whatsoever so that communication between two subjects, legal or physical, is
137 irrelevant and can come efficiently, effectively, clearly and, above all, on a correct basis.

138 One may ask whether what has been stated in the previous lines has anything to do with corporate financial
139 and sustainability communication. The answer is positive. Suppose one starts with the idea that communication
140 is between me and others. In that case, one believes that a person's concepts, opinions, and ideas are correct and
141 that, therefore, the contact they receive may differ from what the person receiving the communication thinks, is,
142 by definition, erroneous, misleading, carried out in bad faith or, even if carried out in good faith, characterised by
143 logical, formal, structural, scientific, technical errors that make correct and complete communication impossible.
144 There is no need to dwell on this to understand that such a position is absurd and meaningless. This is why
145 communication must be between us and others and not between me and others. The starting point must be that
146 the idea being debated or the subject of corporate or other communication may be profoundly different from
147 the opinion of one of the many recipients of that communication. And it is obvious that since communication,
148 especially corporate communication, involves multiple subjects and multiple categories of subjects (consumers,
149 workers, trade unions, financiers and , shareholders, customers, suppliers, etc.), there will certainly be people
150 who believe Virgo to be the basic, correct idea that the company communicates. What must be pointed out is
151 that it is not the opinion of the recipient of the critical communication but the contact itself that is made either
152 by one person to other people or by the company to third parties. The circumstance that at the basis of the
153 communication is a different idea between the one that the recipient reads and believes to be the only correct
154 one and the opinion disseminated by the company or other parties on other occasions has nothing to do with
155 the communication process itself. What is relevant is that the communication has accurate, understandable, and
156 correct values as its object. And this applies both to communication between subjects in general in a community,
157 between different groups, and in the context of corporate communication towards third parties outside the
158 company.

159 On the other hand, it can often be seen that some criticisms of corporate communication stem not from the
160 transmission and data disseminated, but from the preconceived opinion that the person who does not accept the
161 corporate data has in their mind. In this case, there is communication between me and others. My idea is correct
162 against others, including the company, which is incorrect. If one starts from this assumption, it is evident how
163 communication can never be said to be correct and perfect, even though in reality it can only be so and only
164 the starting thought of the recipient of the communication itself, which starts from an incorrect or in any case
165 subjective and personal assumption about a certain issue, can be incorrect.

166 2 2) Non-Communication

167 Identifies Perfect Communication but When a subject must communicate with other issues or groups of
168 topics, or when a company must communicate with third parties outside the company, there is one method that

2 2) NON-COMMUNICATION

169 unequivocally identifies excellent communication. Perfect communication is noncommunication. The absence
170 of communication, for example, by a company of data of a financial, income, equity or sustainability-related
171 nature, or in general related to the company's performance, is not poor sentences are expressed too loudly, or
172 with an uncommunicative face and lacking a smile, or even by constantly looking at the clock and inevitably
173 putting the recipient of the communication under tension. In this case, the communication given may be perfect,
174 essential, and even optimistic. But the elements that accompany it, the lack of a smile, the evidence of constant
175 hurry, and the high degree of voice that, at least, seems aggressive, can lead the recipient to misunderstand
176 the positive nature of the communication. This also happens in companies. Corporate communication to the
177 outside world occurs mainly through the balance sheet, i.e. the set of documents consisting of the balance sheet,
178 income statement, cash flow statement and notes. In addition, in many states, there is a management report
179 that identifies a mandatory document that companies must draw up, although not part of the balance sheet.
180 This, for example, is what happens in Italy. Communication through these documents, or sustainability reports
181 disseminated separately from these documents of a financial and economic nature, can be interpreted in a way that
182 is not perfectly correct, for example, due to the structure of the financial statements themselves. The structure
183 is understood as the formal side of the document. A cumbersome report, which mixes information of a varied
184 nature, the reading of which, for the recipient of the information, becomes difficult and can often be read and not
185 understood and thus be misleading for those who decide to obtain information on the company, a communication
186 developed with a document that is too concise and that in 5 or 6 pages deals with every issue concerning the
187 annual report, sustainability and communication in general, or on the contrary, a report of hundreds of pages
188 that causes the recipient of the document to be literally overwhelmed with news, often completely useless or too
189 analytical and specific, which causes the news disseminated through the communication not to be understood by
190 the recipient or to be misunderstood by the latter as it is completely overwhelmed by a mass of elements, data and
191 information that are completely useless or so analytical and specific as to be misleading and not understandable.
192 Therefore, communication, if it does not follow specific rules of logic and communicative structure, may lead
193 the recipient not to understand exactly the message that the disseminator wants the third party to receive. This
194 applies both to communication between physical entities and to communication between companies and external
195 third-party users.

196 On the other hand, excellent communication cannot be misunderstood and cannot lead to misinterpretation is
197 non-communication. Suppose the company, speaking in particular of the business world and not of communication
198 between physical subjects, does not communicate data, information of an economic, income, sustainability or
199 any other type of issue. In that case, it is making perfect communication that no one can misunderstand. In
200 this case, the company is as if saying: on this subject, I do not want to give information. Non-communication is,
201 therefore, perfect communication because it cannot be misunderstood.

202 It cannot accept such behaviour in all fields of communication. Suppose this can ideally receive in
203 communication between physical subjects where there is a person who does not want to tell certain information
204 to others at the level of company communication to external third parties. In that case, it is only acceptable if
205 the information concerns strategic elements not provided for in touch regulated by law. It is clear that if a specific
206 piece of information is mandatorily required to be provided as part of the documents that the company must
207 make public, the absence of this information represents a gap that renders the report attached to the financial
208 statements invalid, or the sustainability report, which, if it were a mandatory report with a content defined by
209 law, would, in turn, become invalid. But if companies provide the mandatory data required by law, and it is noted
210 that this phrase can be interpreted in various ways in that, for example, comparing various management reports
211 or various notes to the financial statements, one can see clear, explanatory, documents with a series of data
212 exciting and essential for third parties, and compete against the preparation of three or four-page reports that
213 do not even contain the minimum that an informative account should contain. In this case, the non-disclosure
214 and non-disclosure of information, even if not mandatory, has an exact meaning and clearly and unequivocally
215 highlights the position of companies concerning corporate communication to the outside world.

216 Suppose the company, regarding nonmandatory data, does not communicate. In that case, it implements
217 perfect communication in that it demonstrates that all those issues that are not addressed in the reports
218 disseminated to third parties, the company considers to be subject to privacy and of a strategic nature or
219 in any case to be information that must not disclose to third parties.

220 In contrast to communication implemented by a total absence of communication, another mode of noncommu-
221 nication represents the exact opposite of the lack of information for third parties. It must manage communication
222 between natural persons or between companies and outsiders in such a way as to provide helpful information to
223 third parties without overwhelming the recipients with a mass of news that, being perfectly useless, makes the
224 essential information disappear in a pile on the information provided to the recipient. This certainly applies to
225 natural persons since even in a simple, friendly conversation, if a person starts giving information on a certain
226 subject in too much detail, he does not actually provide good communication and certainly does not give effective
227 information to those who should receive it. If this is true for individuals, it is even more accurate concerning the
228 communication that companies address outside the company... the most applied rule for not informing a person
229 or a group of subjects is to suffocate them with information of a general nature and, subsequently, of a precise
230 and analytical nature to compose a report of hundreds of pages in which the news that one does not want to
231 give is present but is difficult for the reader to identify. In the face of a report of hundreds of pages, it is evident

232 that information disappears. Suppose the information disappears what the company did not want to provide to
233 third parties outside the company. In that case, the communication policy is based on disseminating a mass of
234 news that makes it impossible to read the contents of the report, financial statements, or annexes to it entirely
235 and thoroughly.

236 In the preceding pages, we have pointed out that the ideal form of communication is noncommunication. In
237 this case, the form of communication that could be adopted is non-communication and acting exactly the opposite
238 of what was illustrated on the previous pages. As we have already pointed out, disseminating such a mass of news
239 that it is impossible to read the reports published outside the company thoroughly is the most common form of
240 communication when the company, in reality, does not want to communicate. And note the difference between
241 communication implemented through noncommunication and communication implemented through disseminating
242 a tremendous amount of news. In the first case, the information that is not intended to be given is not transferred.
243 In this case, the recipient has a perfect perception of the company's communication behaviour. In the second
244 case, very often, the information that the company would prefer not to communicate to the outside world is not
245 hidden from the recipients or not spoken to them but is included in a set of extremely analytical and peculiar
246 information added to a general analysis that often adds absolutely nothing to the information that is provided
247 through the company report. The latter case occurs, for example, when in a company's annual report, the first
248 few pages are devoted to an analysis of the economic sector to which the company belongs. A piece of complete
249 yearly information becomes more informative if, in the first two or three pages, the board of directors provides
250 an overview of the economic situation of the economic sector to which the company belongs.

251 An introduction on this subject is therefore also desirable to make comparisons with the situation of the
252 company that one intends to analyse and to which the balance sheet refers. It may happen, however, that when
253 analysing company balance sheets, one may find that this part of the report takes up 100 or 150 pages of the
254 balance sheet itself. The communication of a set of aggregated and disaggregated data on the sector places the
255 recipient in charge of a document that, from the outset, is complex to interpret and understand. This initial
256 operation of disseminating extremely general news about the sector, which is then transformed into a mass of
257 extremely specific, aggregated disaggregated news information, often executed by an exorbitant number that
258 illustrates the balance sheet is all that concerns the company, not giving the really useful information, but adding
259 to the legally obligatory news a series of accounting and non-accounting, financial and nonfinancial, quantitative
260 and qualitative data, such that the report essentially becomes a book. In all this news, there is usually also
261 information that the company did not want to disclose for various internal reasons. In this case, as has already
262 been pointed out in the previous pages, the information is not missing, and the news is included in the company
263 report. But the circumstance that this information is mixed in among hundreds of news items and disaggregated,
264 or aggregated, highly analytical information is particularly specific means that the information that the company
265 did not want to disseminate, even though it is present in the company report, is in fact as if it did not exist.

266 The perfect communication is, therefore, not to communicate but, in the opposite sense, the same result is
267 obtained in the hypothesis that the information that the company did not want to be disseminated is obtained
268 by hiding the information itself among a mass of specific, disaggregated or aggregated news items that provide
269 so much information that it is impossible to identify the information that the company did not want to be
270 disseminated.

271 Communicating by not communicating or by suffocating the recipient with useless information is, in reality,
272 the same policy, even though the two are entirely different and opposite. The result, however, is identical. The
273 recipient does not perceive the information that the company did not want to communicate. Of course, all this
274 happens unless a particularly punctilious recipient begins to analyse every piece of data and every value in the
275 company report. In this case, it can identify the information. Understandably, this is not done by a typical third
276 party outside the company, belonging to the community, who wants information on the company's situation,
277 but by experts with particular objectives. We use the concept of possible and not of certainty because when
278 data is highly detailed, synthetic, disaggregated, aggregated, re-aggregated, or disaggregated again in other ways;
279 an expert may miss the relevant information that the company did not want to be communicated outside the
280 company.

281 **3 3) How to Create the Basis for the Interlocutor to "Go** 282 **Crazy" (In Corporate Information to the Outside World** 283 **and Internally Between Managers, Employees and Company** 284 **Staff). Ally between Managers, Employees And Company** 285 **Staff)**

286 Modern psychiatry has consistently pointed out that one of the ways of creating mental distress that can lead to
287 a subject going mad is the methodology of giving the subject synthetic but conflicting information. In addition,
288 if the issue has to decide which option to choose, if the two options are both negative, the mental discomfort
289 will increase to degrees and no longer be treatable. A method, therefore, to drive the interlocutor 'crazy' and
290 provide information, usually concise, contrasting with each other to enable the interlocutor to understand that

3 3) HOW TO CREATE THE BASIS FOR THE INTERLOCUTOR TO "GO CRAZY" (IN CORPORATE INFORMATION TO THE OUTSIDE WORLD AND INTERNALLY BETWEEN MANAGERS, EMPLOYEES AND COMPANY STAFF). ALLY BETWEEN MANAGERS, EMPLOYEES AND COMPANY STAFF)

291 ~~COMPANY STAFF)~~ conflicting elements that cannot be interpreted because one is exactly the opposite of the
292 other. Let us leave aside, as this is not the place to deal with the subject, the case in which a topic has to choose
293 between two negative options. In this case, the mental consequences can also be serious, but this is not the place
294 to investigate this issue in depth. Consider, for example, the case of a company that is hit with a very large fine
295 for an environmental issue such as. Suppose that in the social report two years later, all the various actions that
296 the company's subjects have implemented to improve both the environment and the company's community made
297 up of workers and subjects that directly and indirectly collaborate with the company against these two pieces of
298 information, the recipient of the communication has to deal with two conflicting elements: on the one hand, he
299 reads that the company has been hit with a tax for environmental reasons.

300 On the other hand, he reads a social report of dozens of pages on glossy paper with beautiful photos filled
301 with socio-environmental data showing the company's social and environmental commitment and faced with this
302 situation, if one asks: what reaction can the recipient has? A first reaction may be to disbelieve the sustainability
303 report and think everything in it is fake and made up of elements that are not entirely realistic.

304 In this case, the recipient will notice the abundance of photos of smiling children, blue skies, white clouds, green
305 meadows, people working with an incredible smiles on their faces, comfortable and ergonomic work locations,
306 etc., it is evident that the recipient of the information, bearing in mind the information on the fine imposed for
307 environmental reasons, will see this report as a marketing tool. With further consideration, knowing the penalty
308 imposed for ecological reasons will make the whole thing almost absurd is ridiculous.

309 For example, consider a company that is hit with a tax assessment showing tax evasion of millions of euros.
310 Suppose this company produces a sustainability report in which, on glossy pages, it describes all the policies it
311 has implemented over the past year in favour of the environment of the community, its workers and all the citizens
312 living in the company's vicinity. Here again, the recipient of the information has to deal with two conflicting
313 communications: the first is that the company is evading tax for tens of hundreds of millions, obviously taking
314 away retro-economic elements from the state that would make it possible to improve the environment, society and
315 the community and, among other things, the citizens living in the vicinity of the company. The other information
316 is linked to a marvellous sustainability report, which, more than a report, looks like a critical bound book showing
317 the commitment to the community, the citizens and all those who have relations with the company through social,
318 environmental and, in general, pro-community policies around the company. In this case, too, the recipient has
319 to deal with two conflicting pieces of information: on the one hand, a company that takes away money that is
320 needed for the community, and on the other, a report that, through dozens of glossy pages, illustrates, usually
321 in a very pompous manner, the commitment made in favour of the environment and the community itself. It
322 is clear that the recipient of the information has two conflicting pieces of information, which can only create
323 mental discomfort. In this case, we are not talking about mental pain that results in mental illness because the
324 recipient of the information provided by the company that is conflicting will autonomously choose the one that
325 he considers more correct and will consider the other fraudulent or ridiculous or even absurd. But the basic
326 psychiatric principle is of considerable interest: mental distress is created when faced with two conflicting pieces
327 of information. It is repeated that we do not address the issue of mental pain resulting in mental illness. However,
328 there is no doubt that this contrast that there may be between the information creates at least an informational
329 discomfort for the recipient of the communication who can no longer distinguish what is real from what is a story
330 told to embellish and do the so-called Windows Dressing operation to the company.

331 The writer believes that scholars should take more explicit positions on this subject. Reading the articles and
332 books on these topics, one notices an almost fearful approach to them. Almost as if addressing such issues would
333 put the author at odds with the business world. The writer disagrees with this position and believes that, on
334 the contrary, these topics should be made explicit, studied, analysed and criticised. It should note that the two
335 examples given above are not fictional but represent real-life cases. For privacy reasons, it is not deemed necessary
336 to highlight the companies' names or the country to which they belong. Both companies are, however, companies
337 defined as significant, and therefore companies that have a global impact on the community, the environment and
338 society that is highly relevant, both on a practical and pragmatic level and in terms of information dissemination.

339 Another issue addressed by modern psychiatry falls within the scope of the problem of intended outward
340 communication. To make it clear how a subject can enter a period of severe mental distress, academics often
341 make this example: when the ship's captain is angry and needs to vent his anger and frustration, he hits,
342 metaphorically, of course, his second-in-command. The vice-commander, in turn, to vent his accumulated anger
343 and frustration also arising from a situation often beyond his control, vents this feeling of resentment and anger at
344 his assistant, who, perceiving the same feelings as the vice-captain, vents his frustration and anger at the head of
345 the ship's lower-level personnel, i.e. the sailors as a whole. When the head of the seamen perceives a fit of intense
346 anger and frustration to alleviate the feeling of discomfort, he vents it totally and extremely strong, though not
347 physically, at the deckhand. And the hubby, at this point, goes mad as he has no subordinate on whom he can
348 vent his anger and frustration. This example is given in many psychiatry courses to show how mental distress
349 can arise in particular situations. To an unobservant and superficial reader, it might seem that reporting this
350 example in this article is misleading and unrelated to the focus of the topic discussed in the article. This is not
351 true. If we address the issue of corporate communication within the company, and thus between persons who are
352 employees, positioned at various hierarchical levels, or collaborators of the company, we can understand how the
353 issue, as mentioned above, has a direct impact on corporate communication. There are often situations where

354 certain information is only provided to specific persons at an intermediate hierarchical level but is only discussed
355 at a higher one. This may make sense if those at the intermediate hierarchical level cannot intervene for a lack
356 of management and decisionmaking authority on the issue being communicated. But if, on the other hand, as
357 often happens, the communication in question concerns data in which the subject of the middle hierarchical level
358 intervenes directly with his activity. It is precisely the subject who manages that activity. The lack of clear,
359 correct, truthful, analytical and complete communication represents an element that can create severe work
360 discomfort that can directly or indirectly influence the subject's work activity. In this case, it is difficult for anger
361 and frustration to build up due to the lack of possible retaliation against subordinates. Therefore, it is difficult
362 for a latent state of mental discomfort due to the absence, as in the case of the ship's deckhand, of a subject
363 against whom to vent one's aggressiveness. It is a fact, however, that the situation of superficial and incomplete
364 communication given to issues in intermediate hierarchical positions which must, in turn, manage precisely that
365 data whose context and complexity they do not know exactly since the only hierarchical elements believe they
366 should not disseminate all the information of a strategic nature to the various subjects that make up the corporate
367 hierarchical structure, can have an extremely negative impact on the company's income, financial, equity, and
368 sustainability performance. And on the work performance in general of those who realises that they have to
369 manage data of which they only know a part and of which, not knowing the global context, they continue to find
370 great difficulty in making coherent the management actions to be implemented and the same decision-making
371 process to be developed over time.

372 As can be seen, the communication issue also considerably impacts the level of the company's internal actors.
373 This is where it can find the case cited in the title of this paragraph, i.e. communication can be structured
374 incoherently that, as a consequence, creates the basis for the interlocutor to go mad, from a metaphorical point
375 of view, or in any case to encounter work and mental discomforts that have nothing to do with the symbolic
376 but are real pragmatic and unfortunately very widespread. In the corporate communication of data that is
377 provided to the various subjects belonging to the different hierarchical categories, or to the different corporate
378 projects, or finally to the different matrices that can be created to aid decision-making, there is also the case
379 where information given to the same subject is conflicting. This can happen due to material or formal errors.
380 In this case, the situation cannot be criticised in the extreme because error is always human and therefore the
381 circumstance that there is a material or formal error in the data is always possible. It may, however, happen that
382 the data that is provided to a subject is not perfectly consistent due to a different view of the data from which the
383 values that are provided to the subjects in the intermediate hierarchy derive their sources. Data must in fact be
384 interpreted. A number has little value in itself if it is not interpreted in the context in which it is to be analysed.
385 It may happen that the source data is interpreted by persons hierarchically superior to the person who then has
386 to analyse it in a different way, and therefore the information that is provided to the person hierarchically in the
387 middle level lacks intrinsic coherence.

388 4 Global Journal of Management and Business Research

389 Just as external corporate communication destined for third parties must be globally consistent, so too communi-
390 cation destined for internal company subjects, employees of various hierarchical categories, collaborators, trainees,
391 etc. must be characterised by unimpeachable consistency, the absence of which renders all communication an
392 element that, instead of improving the decision-making structure and the company management process, worsens
393 both.

394 Therefore, taking up the title of the paragraph and reconsidering the small example I gave in the preceding
395 pages and which is quoted in modern psychiatry books, it is essential to understand why if you have subjects
396 eh especially of low to medium hierarchical level being given conflicting communication or information, not only
397 does the business work suffer, but, in addition to that, even the worker will have a performance a productivity
398 that is certainly limited by the very circumstance that the conflicting commands that are given lead the employee,
399 whether manager or worker or clerk, not to understand exactly his role in the company and the command he
400 has to fulfil. And it is worth pointing out that this element of consistency in commands and communications to
401 individuals, especially those belonging to the middle part of the corporate hierarchy, is not only important but
402 indispensable. The absence of such consistency inevitably entails eh reductions in productivity, the performance
403 of incorrect work, and the achievement of objectives other than those that the company sets out to achieve. In
404 fact, if a subject receives from two different superiors two conflicting communications concerning the same object,
405 he cannot, on his own, decide which decision-making and management action he must take because in either case
406 he would be carrying out an operation that conflicts with one of the two commands.

407 Corporate communication, therefore, must be consistent both when it is intended for third parties outside the
408 company and when we are talking about communication of information intended for persons within the company.
409 Failure to communicate causes problems that can lead to situations that first worsen the company's economic,
410 income and asset situation and then lead the company down an impassable road whose end is liquidation. It is
411 noteworthy that communicating conflicting information brings discomfort not only to the person receiving the
412 inconsistent communications, but also to the managers managing the decision-making process, as they often do
413 not understand what is happening in the company. As a mere example, it is interesting to analyse a case that
414 the writer of the article followed indirectly because of the consequences that this communication problem had
415 on the global business conditions the company was a company from a European country. i will not identify

5 4) IS IT NECESSARY TO COMMUNICATE DIRECTLY, POLITELY AND

416 the country explicitly for privacy reasons. the company, whose main production site was, as mentioned, in a
417 European country, had about 600 employees and therefore fell into the category of medium-sized companies.
418 Over time, this company had established a number of subsidiaries around the world and also had a subsidiary in
419 India. The production subsidiary in India had always produced extremely high profits and had always achieved
420 high levels of business productivity.

421 In these companies, an indigenous person manages the company's entire production and communication
422 process. At the end of his working life, this person was replaced by another competent manager with special
423 characteristics regarding the financial and product knowledge of the company. The person who replaced the
424 retiring manager was the best choice for the Indian company to expand further. Suddenly the situation of
425 the Indian subsidiary began to deteriorate. Productivity began to fall, profitability declined, and the financial
426 condition worsened. The communications coming from the Indian office were conflicting. The managing director
427 appointed to replace the retiring manager kept sending communications to the European headquarters, reassuring
428 them that everything was in order. On the other hand, the contacts that came from the persons in the
429 corporate hierarchy subordinate to that manager highlighted problems, not better identified, of communication
430 and interpersonal relations. The latter communications also referred to problems of an income, financial, and
431 equity nature and to the impact on the sustainability of the company itself. The situation, therefore, appeared
432 incoherent to the European managers in that completely conflicting information was coming from the exact
433 location and the same group of high and mid-level managers. It is evident that in the face of this situation,
434 unlike what can happen among individuals who are unable to cope with the context and enter into a situation
435 of mental distress, the European company, the company's main production site and registered office, sent a
436 European manager to understand the reason for the distortions in the communications coming from India. The
437 manager managed to solve the riddle within two days. Everything was due to the simple fact that in replacing
438 the manager who had retired and in bringing in the new manager of the company as managing director, the
439 European managers had not considered the caste problem and, without knowing it, had identified the managing
440 director as a person belonging to a lower caste than the managers hierarchically subordinate to him. This made
441 communication and information short-circuit because the subordinate executives did not psychologically accept
442 receiving communications, news, and orders from a lower caste even though this person had extraordinarily high
443 and exceptional financial, asset, profitability, sustainability, and production expertise. The conflicting information
444 from the Indian headquarters to the European headquarters was, therefore, due to this particular situation, the
445 European managers had clearly underestimated. As has already been pointed out, of course, in this circumstance,
446 the presence of totally conflicting information and communications from a single location did not lead to mental
447 discomfort on the part of the European managers. Still, it led the European company to investigate the causes of
448 this conflict. Pointing out the reasons left all the European managers in disbelief as they had made the mistake
449 of not studying the culture of the country where the new headquarters was to be built, i.e. India. All this
450 shows how conflicting information from the same entity can have many causes. Indeed, if this happens between
451 individuals, as modern psychiatry points out, the clash between orders received leads to mental distress as one
452 faces multiple conflicting communications and the mind becomes blocked. It is noted that if the situation worsens
453 considerably, one reaches catatonia. At the business level, this does not happen for the simple reason that when
454 faced with conflicting communications, one tries to manage and resolve the problem. However, this is not always
455 possible. Suppose what happened in the European company and the Indian branch happens. In that case, it
456 can resolve the issue promptly because everything is in the hands of top-level managers who can deal with the
457 problems of conflicting information communication excellently. If, on the other hand, contradictory information
458 and communication are given to an employee at a lower hierarchical level, such as a clerk, a worker or a manager
459 at the relatively exact limits, it may the problem may not even be highlighted due to the employee's fear of
460 being the object of ridicule or the subject of disciplinary action for not completing a task in the most appropriate
461 manner. In this case, it can be assumed that this clash of information, arising perhaps, as has already been
462 pointed out, from a different view of situations on the part of managers and senior management, can lead to
463 situations of mental discomfort that cause not only illness in the employee, but also a negative impact on the
464 company as a whole.

465 Therefore, if one does not want to drive employees mad, in a metaphorical sense, it is necessary that in the
466 decision-making process, the consistency of the information that is disseminated and given to the yes-men is
467 checked to a remarkable degree to avoid a situation where, voluntarily or involuntarily, an individual is given
468 conflicting communications or information that leaves him in doubt as to what to do.

469 Only if this issue is addressed seriously in the company can the overall performance of the company improve
470 and lay the foundations for an increase in the size of the company itself. Otherwise, the above contrast will lead
471 the company to worse and worse results until the company, perhaps without realising it, takes the road that
472 eventually leads to voluntary or judicial liquidation.

5 4) Is it Necessary to Communicate Directly, Politely and

473 Consistently with Physical Actors and Companies? Yes..... Sometimes. but, in some Instances, Speaking "In
474 Capitals" is Appropriate Communication, of whatever type it may be, i.e. relating to inter-relationships between
475 individuals or the relationship between companies and third parties outside companies, can be implemented in
476 various ways. The in-depth examination of how it should implement communication is not the subject of this
477

478 article, as it would become a paper falling within the scope of marketing. Dealing, however, in general terms, with
479 how it corporate communication towards third parties outside the company should be implemented, considering
480 that this is the main topic of the article and the focus of the paper is undoubtedly not interpersonal relations
481 between individuals, identifies an essential issue to be addressed without going into too much analytical detail, but
482 highlighting, however, some elements that, though general, are indispensable for communication to be effective,
483 efficient, understandable and truthful.

484 Firstly, it should answer the question in the title of this paragraph. When communicating on the part of the
485 company to those outside the company, one must communicate in a direct, polite and consistent manner. The
486 answer, of course, is positive communication must be courteous, consistent and straightforward. Consistency
487 and the fact that it is direct communication concerning individual issues mainly concern the written documents
488 that the company disseminates externally and addresses to third parties outside the company. Politeness, on the
489 other hand, involves how the company's verbal communication with the outside world is placed. Generally, the
490 corporate means of communication par excellence is the balance sheet, accompanied by the mandatory documents
491 that are not part of the financial reporting structure. But corporate communication to the outside world also
492 occurs, much more often than one would think, through the behaviour of managers towards the community, the
493 behaviour of employees towards customers, the attitude of the entire company staff towards anyone who has
494 dealings with the company, and so on. In this case, communication is verbal, and politeness is a fundamental
495 element for the message to reach, clearly and precisely, the intended recipients. Corporate communication can
496 occur both towards the general public regarding the company's situation in terms of profitability, financial balance,
497 assets and sustainability and towards third parties who have nothing to do with these arguments. Consider, for
498 example, the case where a group of undergraduates want to carry out field research and need information about the
499 company anonymously. The way the company deals with these students is a form of communication that denotes
500 the presence or absence of politeness. If in the face of an email asking for help, which may take the form of a small
501 questionnaire, the company does not respond and does not answer the questionnaire; the communication can not
502 be described as polite. Communication towards potential employees who send their CVs as a job applications is
503 not courteous.

504 Naturally, after the undersigned had several conversations with the managers and high and middle manage-
505 ment, the companies pointed out that if the company responded to all the emails it received, it would no longer
506 have time to manage the business activity for which it was established. In response to this, she pointed out that
507 while it is true what the managers pointed out, it is also true that communication is implemented in how it was
508 presented by the companies, i.e. in response to a specific request. It can be interpreted as a non-communication,
509 which we discussed in the previous pages, implying an exact answer that can be summarised as follows: I am
510 not answering because I do not want to have contact with you. Or it can simply be a rude and unkind attitude
511 towards a person whose response from the company can affect a job that is being carried out (a student carrying
512 out field research) or the very life of the person (when for example, the email is a job application from a person
513 in serious difficulty). I think everyone agrees that companies are not non-profit organisations that must help
514 the community. Businesses' tasks are entirely different: generating income and ensuring fair compensation for
515 workers. This can do by managing the relationship with the community and third parties in a kind manner.
516 Honestly, I do not believe that when an email arrives asking for help from a student to fill out a questionnaire,
517 there is too much time spent on it to be able to say that there is no possibility of filling it out. If this were
518 the case, an email stating that, unfortunately, we cannot help you would be sufficient. I think that an email of
519 this kind, even in the case of job applications, takes 30 seconds of an employee's time, which implies a sort of
520 peace of mind for those who have to receive a reply. It is better to receive a negative response than no reply at
521 all. Kindness is also expressed in these small acts. Communication, therefore, not written but verbal, or written
522 but not in official documents such as the balance sheet sustainability report or other documents, must thus be
523 characterised by kindness only. In this way alone, overall corporate communication will be able to be evaluated
524 positively by the community and third parties outside the company.

525 Various research carried out in the field by the undersigned has shown that companies often very clearly
526 underestimate the concept of politeness in verbal or written communication, but not in the financial statements
527 and accompanying documents, about the overall company situation. Suppose the company is large, quoted on the
528 stock exchange, with thousands of employees. In that case, it must be admitted that even the absence of small
529 acts of kindness towards, for example, those who write and do not receive a reply, eh do not have such an influence
530 on the company's situation because the strength and power of the multinational company overwhelm the small
531 acts that can be performed by those who feel they are being mistreated. The situation changes drastically if the
532 company is small or medium-sized, especially if it lives off the economy derived from the zero-mile community.
533 In these small enterprises, creating communicative conditions towards the society and third parties outside the
534 emphasise that this is especially the case for companies whose economy is primarily aimed at the community
535 living within a 100 km radius of the company itself. In this case, the lack of an act of kindness, such as a reply
536 to an email, can have unexpected consequences on the company's situation. The perceived unfairness of those
537 who expect a response and receive no communication from the company is turned into a topic of conversation
538 between people who live within 100 km of the company and who, directly or indirectly, enable the company to
539 survive or develop. Suppose the company is small but operates in a larger territory. In that case, it might seem
540 that politeness in verbal or written communication but not concerning the balance sheet itself is less critical.

6 5) THE TEACHING OF BLUEBEARD AND CORPORATE COMMUNICATION TO EXTERNAL THIRD PARTIES OR INTERNAL COMPANY EMPLOYEES/MANAGERS

541 this is not the case, especially since the abnormal development of social media. A rude act towards someone
542 who addresses the company can become the subject of a debate involving thousands of people, even distant from
543 each other, as they are close through social media. Politeness, therefore, in verbal communication when there is
544 a direct relationship with a person addressing the company or in written communication that does not concern
545 the balance sheet, is not only desirable for obvious reasons but is an indispensable element for the company to
546 survive or, hopefully, live and develop properly.

547 At this point, one may ask oneself why in the title of this paragraph, one wondered whether, at times, it is
548 not necessary to communicate "in capital letters". In social media and written communications that can send to
549 any individual or employee in a company, the use of capital letters has a meaning that everyone now recognises:
550 using capital letters means shouting out the information one intends to disseminate. The question arises as to
551 when shouting in communication can make sense. Whether there are cases in which contact must be made 'in
552 capitals' in the mind as mentioned above. In this regard, we would like to give an example of a situation in
553 which communication had to be made 'in capitals' in the sense as mentioned above. in the context of the training
554 consultancy work carried out in the professional life of the writer of this article; there have been years dedicated
555 to hotel management. At the end of a course, all those attending were entitled to take part in an internship, which
556 in 99% of cases would turn into a permanent job. Among those attending was a girl who felt comfortable wearing
557 extremely flamboyant dark clothes despite having an average student demeanour. The girl was characterised by
558 at least 20 piercings on her face, tattoos starting from her neck and reaching up to her ankles, and necklaces and
559 bracelets that were intended to be dog collars. The clothes were, of course, studded black leather with numerous
560 rips made voluntarily. At the end of the period, the undersigned pointed out that the girl would have to change
561 her bestiary at least and would also have to remove any piercing on her body as all girls had to enter 5-Star
562 luxury hotels in an Italian city as part of the reception. Nothing could be done about the tattoos, even though
563 my advice had been to cover them with a thick coat of foundation. The girl contemptuously pointed out to me
564 that 'she was like that and whoever wanted to offer her a job had to accept her being that way. To this reply, I
565 pointed out that she had made a mistake in looking for a job, as her outfit and appearance were optimal for a
566 disco but completely out of place for a reception desk in a 5-star luxury hotel. On the first day of work, the girl
567 showed up at the hotel reception dressed and decked out as was her custom. The head receptionist invited her to
568 leave the desk and move to a room near where the customers were dealing with the receptionists. After a brief
569 telephone conversation between the head receptionist and the hotel manager, the head receptionist asked the girl
570 to go home as the hotel had decided not to give the internship to her but to request other female students. In
571 this situation, the girl started to raise her voice, saying that even in a five-star hotel, they had to accept her
572 being there. At this point, the concept of politeness in communication started to lose its meaning completely.
573 Politeness had now disappeared as the head receptionist, in a very calm manner, had already explained why the
574 girl could not work in that hotel. The arrival of the manager in the room adjacent to the reception turned into a
575 moment of communication implemented 'in capitals'. Obviously there. Given the environment, there was no loud
576 shouting, and there was no act that was not more than polite. But the overall communication was not polite
577 but was enacted 'in capitals'. The manager, in fact, in a severe, firm manner and with a highly eloquent look,
578 imposed, in a voice of a Communication, therefore, whether verbal or written outside of the budget issue, must
579 always be initially polite because politeness should be the central element of an interlocution between persons
580 whether or not they belong to a company or have a lesser relationship with a company, but politeness cannot be a
581 firm, constant and long-lasting thing if, in the face of this politeness, on the part of the interlocutor there is not as
582 much politeness. In cases of imbalance between communication that takes place between a company and a third
583 party, even a third party company, or communication that takes place between persons working within and of the
584 company cannot but require communication, initially polite, which, however, in a very short time, must turn into
585 communication 'in capital letters' because otherwise the imbalance would cause, in the sphere of communication
586 and interlocution, a potential victim of the communication is a potential strong element of the communication
587 that would overwhelm the victim, a circumstance that is unacceptable in the sphere of communication between
588 physical subjects but even less acceptable in the sphere of communication between companies and third parties
589 outside companies

590 6 5) The Teaching of Bluebeard and Corporate Communication 591 to External Third Parties or Internal Company Employ- 592 ees/Managers

593 When dealing with the issue of disclosure outside the company, there is a tendency to emphasise more the right
594 to disclosure of third parties outside the company than the right to corporate privacy. This tendency is due to
595 the development, which has taken place, especially in recent decades, of the recognition of a right to corporate
596 disclosure of any party external to a company. The right to information on the company's higher tone than
597 usual, on the girl to leave the hotel. This occurred within two minutes. In this case, it is clear that polite
598 communication would have had no effect and would only have been counterproductive. Other communication
599 cases that have to be made 'in capitals' concern cases where, for example, in an accommodation establishment,
600 customers behave in a disorderly manner disturbing all those nearby. In that case, polite communication may
601 be the first step, but it generally creates no effect. In that case, communication must be done 'in capitals' and

602 thus, with 1° of politeness far below what might be expected in a hospitality establishment. Of course, this does
603 not only apply to accommodations but to all enterprises. When an employee is reprimanded two or three times
604 for acts that cause annoyance to colleagues next to his desk, the initial politeness must, absolutely, be replaced
605 by a communication 'in capitals' because, if this is not done, the polite communication will have no effect and
606 the disturbing acts will continue. economic, income, equity and sustainability situation is a right that is now
607 unanimously recognised by doctrine, companies and jurisprudence. Specific topics and issues represent elements
608 of a strategic nature that cannot be divulged outside the company in this way, as such behaviour would give
609 precious information, especially to the company's competitors. Or, it is also possible that the dissemination
610 of certain information, which is not contextualised, could be misinterpreted by the community or third parties
611 who are external to the business reality to which the data refers ap. This is why some aspects of information
612 are rightly not communicated outside the company. Bluebeard's teaching should make us realise that particular
613 doors must be closed and remain closed. To open particular doors and thus put the dissemination of what is
614 virtually in the room of the closed door causes severe consequences, just as in Bluebeard's fable, with one big
615 difference. While in Bluebeard's mythology, the victim is the curious wife who opens the door she is not supposed
616 to; in reality, if someone, who is not interested in the life of the company, opens particular doors and spreads the
617 news that those virtual doors conceal, the victim will not be Bluebeard. Still, it will be the company itself which,
618 with all possible efforts, keeps under a veil of privacy the information that, since it concerns strategic elements
619 of the company, cannot be divulged to anyone. And note how this principle, which seems to be self-evident, is
620 not so widespread. Those who deal with corporate communication in professional terms always recognise the
621 company's right to privacy against the recognition of a right to information of third parties on non-sensitive
622 topics or topics explicitly provided for by law. Those who deal with the issue of corporate communication, not in
623 a professional sense but as mere outsiders to the company, as members of the community are interested parties
624 to specific companies, tend to disregard a company's right to privacy.

625 In some cases, the groups formed by these subjects, which many times are structured into organisations, and
626 to be able to handle the demand for more corporate disclosure, require the dissemination of news that, for a
627 business expert, it is clear that can never be disseminated as it is strategic. At a conference dedicated to financial
628 statement disclosure and organised by non-specialists, the writer was able to see how the lack of knowledge
629 of these fundamental principles mentioned above can create situations that are not understood by those who
630 are faced with them or rather those who encounter them as non-experts do not understand the consequences
631 of what they are asking for. At this conference, which I repeat was organised by non-specialists in financial
632 statements, the question was clamoured as to why companies should not explicitly highlight returns and discounts
633 implemented. In Italy, the law requires that revenue from sales or services to third parties be recognised net
634 of voucher discounts and returns. This is because the amount of returns and of discounts granted to customers
635 represent sensitive information elements. Knowing, for example, the amount of returns could give an insight into
636 the company's difficulties in producing and delivering goods. Furthermore, understanding the discounts, and thus
637 disseminating the company's discount policy, would mean giving strategically very relevant information about
638 one of the marketing levers the company has at its disposal to increase turnover and increase market share. At
639 the conference I referred to above, I tried to emphasise these principles, but I was overwhelmed by criticism from
640 non-experts in business economics, company management and financial statements, in which it was assumed that
641 I was denying the right to disclosure to external third parties and fighting for a reduction in corporate disclosure
642 intended for the general public, and that I was trying to ensure as little corporate disclosure as possible for third
643 parties who, directly or indirectly, have an interest in knowing the situation in which a company operates. The
644 misunderstanding related to the above is evident. The writer believes that there is a right to disclosure for third
645 parties outside the company that has rightly increased over time. The writer believes, however, that companies
646 also have the right to have areas of perfect privacy for strategic reasons. Providing information in these areas
647 and disseminating it externally could do so much damage to the company that it would first show profitability
648 and financial failures and finally embark on the road to voluntary or judicial liquidation. The fable of Bluebeard,
649 read backwards and forwards, in which the victim is Bluebeard himself, should teach us that, in the context of
650 corporate communication to the outside world, some doors are closed and must remain closed for the company
651 to live, prosper, grow and improve its profitability, assets, financial and sustainability impact and policy.

652 As a conclusion to this observation, it must be pointed out that, very often, it is necessary to ensure that the
653 door also remains closed to internal company communication.

654 Global communication and dissemination of all company information to all employees is a tricky concept that
655 could negatively affect the company's situation, be it in terms of profitability, assets, finance or sustainability.
656 It should not disclose specific information in certain areas, and there, certain communications should not be
657 made aware of the content of the information contained in the communication. The closed door of Bluebeard is,
658 therefore, not only a characterising element of corporate communication towards subjects outside the business
659 entity but may also characterise the communication relationship between subjects operating within the business
660 entity. Not all issues may be ready to manage all corporate information. For this reason, the so-called Bluebeard
661 door should also remain closed to those subjects who, although working within the enterprise is in favour of it,
662 do not have the ability or possibility to manage the information contained in that room that must remain, for
663 them, secret.

664 Accessible global communication, whether to the outside of the company or all employees within the company,

7 CONCLUSION

665 cannot even be wishful thinking because if such a situation were to occur, the company could be detrimentally
666 affected in terms of profitability, assets, finance and even sustainability. Some parts of the communication are
667 only rightly known to certain parties. And therefore, the barn door must exist and remain closed, at times, both
668 in the context of communication destined for outside the company and in the context of communication destined
669 for internal members of the company itself.

670 7 Conclusion

671 To conclude these brief remarks on communication alone, it may point out that contact, in particular concerning
672 external parties or internal company communication aimed at employees and collaborators operating within the
673 production entity, is characterised by a series of particular elements that, both at a doctrinal and pragmatic level,
674 are often underestimated with consequences that can negatively affect the company situation. If this occurs, the
675 company very often does not realise the adverse events until the negative event causes a severe consequence on the
676 company's position. This is why, at the very least, the elements mentioned in this article must be taken care of and
677 managed in the best possible way in corporate communication, both intended outside the company and designed
678 internally towards employees, managers, and various collaborators. They may operate directly or indirectly with
679 the ap company. The article did not list all the problems that may involve corporate communication outside
680 of the company, which may cause negative consequences on the company's situation if they are not dealt with
681 appropriately. However, the writer believes that if doctrine and practice were to consider what is written in these
682 pages more appropriately and less superficially, very often, some situations that turn out to be serious could be
683 made less dramatic if dealt with at the right time and therefore at the beginning of the manifestation of the
communication problem.^{1 2}



Figure 1: Volume

684

¹© 2023 Global JournalsCommunicating through Non-Communication or Over-Communication

²Communicating through Non-Communication or Over-Communication

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