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## **Unit – 1**

### **Principal of Communication:**

**Meaning of Communication:** It's nearly impossible to go through a day without the use of communication. Communication is sending and receiving information between two or more people. The person sending the message is referred to as the sender, while the person receiving the information is called the receiver. The information conveyed can include facts, ideas, concepts, opinions, beliefs, attitudes, instructions and even emotions.<sup>1</sup> Communication is considered to be the most important and most effective ingredient of the management process. Interpersonal communication is fundamental to all managerial activities. All other management functions involve communication in some form of directions and feedback. Effective management is a function of effective communication. Probably the most frequently cited source of interpersonal conflict is poor communication. Many operations have failed because of inadequate communication, misunderstood messages and unclear instructions. Even in life, in general, communication plays a very important role among friends, within the family and in all social circles, since we spend nearly seventy percent of our waking hours communicating, writing, reading, speaking friendship, divorces and distance between parents and children. Accordingly, communication plays an important role in all walks of human life as well as organisational life.

No group can exist without communication which involves transference and understanding of information. It is only through communication and transmitting meaning from one person to another that ideas can be conveyed and discussed. It is a meaningful interaction among people so that the thoughts are transferred from one person to another in such a manner that the meaning and value of such thoughts is same in the mind of both the sender of the communication as well as the receiver of the communication. This is very important aspect, otherwise an idea, no matter of the communication. This is very important aspect, otherwise an idea, no matter how great, is usefull until it is transmitted and fully understood by others. This is one reason why, generally members are at a similar level of thinking and communicating. The communication are at a similar level of thinking and communicating. The communication cannot be understood by all members, if some members of the group are highly intellectual or highly technical and others are not.

**Definitions:** Some important definitions of communication are:

1. Communication is the process of passing information and understanding from one person to another. **Keith Davis**
  
2. Communication is any means by which thought is transferred from one person to another. **Chappell and Read**
  
3. "Communication is an exchange of facts, ideas, opinions or emotions by two or more persons." **W.H. Newman**
  
4. "Communication may be broadly defined as the process of meaningful interaction among human beings." **MC Farland**
  
5. Effective communication as "Purposive interchange, resulting in workable understanding and agreement between the sender and the receiver of the message". **George Vardman**
  
6. Communication is the transmission of ideas, emotions, skills etc. by the use of symbols, graphs etc. It is the act or process of transformation that is usually called communication. **Berelso and Steiner**

**Features of Communication:**

Characteristics of communication are mentioned below:

**(1) Two or More Persons:**

The first important characteristic of communication is that there must be a minimum number of two persons because no single individual can have an exchange of ideas with himself. A listener is necessary to receive one's ideas. Therefore, there must be at least two persons-the sender of information and the receiver.

**(2) Exchange of Ideas:**

Communication cannot be thought of in the absence of exchange of ideas. In order to complete the process of communication there must be an exchange of ideas, orders, feelings, etc., among two or more than two persons.

### **(3) Mutual Understanding:**

Mutual understanding means that the receiver should receive the information in the same spirit with which it is being given. In the process of communication, it is more important to understand the information rather than carry it out.

### **(4) Direct and Indirect Communication:**

It is not necessary in communication that the receiver and giver of information should be face-to-face with each other. Communication can be both direct and indirect. Direct communication means face-to-face conversation, while indirect communication is through other means.

### **(5) Continuous Process:**

Communication is an endless process, as is the case with business where the manager continuously assigns work to his subordinates, tries to know the progress of the work and gives directions.

### **(6) Use of Words as well as Symbols:**

There can be many means of communication, like the written, the oral and symbolic. The examples of symbolic communication are the ringing of bell for closing a school or a college, saying something by the movement of the neck, showing anger or disapproval through eyes, giving some decision by the raising of a finger in cricket, etc.

### **Objectives of Communication:**

Communication is the lifeblood of an organization. It is the vehicle that ensures proper performance of organizational functions and achievement of organizational goals. As a separate field of study, business communication has the following objectives:

- 1. To exchange information:** The main objective of business communication is to exchange information with the internal and external parties. Internal communication occurs within the organization through orders, instructions, suggestions, opinions etc.
- 2. To develop plans:** Plan is the blueprint of future courses of actions. The plan must be formulated for attaining organizational goals. In order to develop a plan, management requires information. In this regard, the objective of communication is to supply required information to the concerned managers.

3. **To implement the plan:** Once a plan is prepared, it is to be implemented. Implementation of a plan requires timely communication with the concerned parties. Thus, communication aims at transmitting a plan throughout the organization for its successful implementation.
4. **To facilitate policy formulation:** Policies are guidelines for performing organizational activities. Policies are also termed as standing decisions to recurring problems. Every organization needs to develop a set of policies to guide its operation. Preparing policies also require information from various sources. Therefore, the objective of communication is to collect necessary information for policy formulation.
5. **To achieve organizational goal:** Collective efforts of both managers and workers are essential for achieving organizational goals. Communication coordinates and synchronizes the efforts of employees at various levels to achieve the stated goals of the organization.
6. **To organize resources:** Various kinds of resources are available in organization such as human resources, material resources, financial resources and so on. In organizing these resources in an effective and efficient way is a key challenge to the managers. Communication is the vehicle to overcome this challenge.
7. **To coordinate:** Coordination is a basic management function. It involves linking the various functional departments of large organizations. Without proper and timely coordination, achievement of organizational goals is impossible. Therefore, the objective of communication is to coordinate the functions of various departments for the easy attainment of organizational goals.
8. **To direct the subordinates:** The job of a manager is to get the things done by others. In order to get the things done, management needs to lead, direct and control the employees. The performance of these managerial functions depends on effective communication with subordinates.
9. **To motivate employees:** A pre-requisite of employee motivation is the satisfaction of their financial and non-financial needs. Financial needs are fulfilled through monetary returns. However, in order to satisfy non-financial needs, management must communicate with employees on a regular basis both formally and informally.
10. **To create consciousness:** Employees of an organization must be conscious regarding their duties and responsibilities. Communication supplies necessary information and makes them conscious about their duties and responsibilities.

- 11. To increase efficiency:** In order to increase employee efficiency, they should be provided with necessary information and guidelines. Communication supplies such information and guidelines for them.
- 12. To bring dynamism:** Organizations should be dynamic to cope with the internal and external changes. Bringing dynamism requires finding new and better ways of doing things. For this purpose, communication helps to seek new ideas and suggestions from the internal and external parties.
- 13. To improve labor-management is relationships:** Harmonious relationship between workers and management is a prerequisite for organizational success. In this regard, the **objective of communication** is to ensure the free and fair flow of information and to create good understanding between them.
- 14. To increase job satisfactions:** Communication enhances job satisfaction level of employees. It creates a friendly environment where employees can express themselves. As a result, they become more satisfied with their job.
- 15. To convey employee reaction:** Communication conveys employees' reactions, opinions, suggestions and complaints to their superiors about the plans, policies, programs and strategies of the company.
- 16. To orient employee:** Communication orients the new employees with the company's policies, rules, regulations, procedures etc.

### **Process of Communication:**

Communication is a process of exchanging verbal and non-verbal messages. It is a continuous process. The communication process is dynamic in nature rather than a static phenomenon. Pre-requisite of communication is a message. This message must be conveyed through some medium to the recipient. It is essential that this message must be understood by the recipient in same terms as intended by the sender. He must respond within a time frame. Thus, communication is a two way process and is incomplete without a feedback from the recipient to the sender on how well the message is understood by him.

**Seven major elements of communication:** Seven major elements of communication process are:

- (1) Sender
- (2) Ideas
- (3) Encoding
- (4) Communication channel

- (5) Receiver
- (6) Decoding and
- (7) Feedback.

**(1) Sender:**

The person who intends to convey the message with the intention of passing information and ideas to others is known as sender or communicator.

**(2) Ideas:**

This is the subject matter of the communication. This may be an opinion, attitude, feelings, views, orders, or suggestions.

**(3) Encoding:**

Since the subject matter of communication is theoretical and intangible, its further passing requires use of certain symbols such as words, actions or pictures etc. Conversion of subject matter into these symbols is the process of encoding.

**(4) Communication Channel:**

The person who is interested in communicating has to choose the channel for sending the required information, ideas etc. This information is transmitted to the receiver through certain channels which may be either formal or informal.

**(5) Receiver:**

Receiver is the person who receives the message or for whom the message is meant for. It is the receiver who tries to understand the message in the best possible manner in achieving the desired objectives.

**(6) Decoding:**

The person who receives the message or symbol from the communicator tries to convert the same in such a way so that he may extract its meaning to his complete understanding.

**(7) Feedback:**

Feedback is the process of ensuring that the receiver has received the message and understood in the same sense as sender meant it.

**Types of Communication:**

Communication in an organization carries innumerable kinds of messages which may be difficult to map out; but it may be possible to classify communications in regard to how to transmit, or who communicates to whom, or what kinds of relationships communication develops. Thus communication may be grouped on the following basis:

**1. On the basis of Direction of Communication:**

- (i) Downward Communication
- (ii) Upward Communication and
- (iii) Horizontal or Lateral Communication

**2. On the basis of Way of Expression:**

- (i) Oral Communication and
- (ii) Written Communication

**3. On the basis of Organizational Structure:**

- (i) Formal Communication and
- (ii) Informal Communication

**1. On the basis of Direction of Communication:**

**(i) Downward Communication:**

Downward communication occurs when information and messages flow down through an organization's formal chain of command or hierarchical structure. In other words, messages and orders start at the upper levels of the organizational hierarchy and move down toward the bottom levels. Responses to downward communications move up along the same path.

**(ii) Upward Communication:**

Communication is a very important part of working in the business environment. Managers must be able to communicate with employees and employees must be able to communicate with managers in order to have a profitable business. Upward communication is the flow of information from front line employees to managers, supervisors, and directors.

**(iii) Horizontal or Lateral Communication**

**Horizontal communication** is the transmission of information between people, divisions, departments or units within the same level of organizational hierarchy. You can distinguish it from vertical communication, which is the transmission of information between different levels of the organizational hierarchy. Horizontal communication is often referred to as 'lateral communication.'

## **2. On the basis of Way of Expression:**

### **(i) Oral Communication:**

It occurs through the spoken word. In oral communication, the two parties to communication, the sender and the receiver, exchange their views through speech, either in face-to-face communication between individual and individual, or between an individual and the group, or any mechanical or electrical device, such as a telephone, public address systems etc. meetings, conference, lectures, etc. are some other media of communication.

### **(ii) Written Communication:**

The Written Communication refers to the process of conveying a message through the written symbols. In other words, any message exchanged between two or more persons that make use of written words is called as written communication. The written communication is the most common and effective mode of business communication. In any organization, the electronic mails, memos, reports, documents, letters, journals, job descriptions, employee manuals, etc. are some of the commonly used forms of written communication.

## **3. On the basis of Organizational Structure:**

### **(i) Formal Communication:**

The Formal Communication is the exchange of official information that flows along the different levels of the organizational hierarchy and conforms to the prescribed professional rules, policy, standards, processes and regulations of the organization. The formal communication follows a proper predefined channel of communication and is deliberately controlled. It is governed by the chain of command and complies with all the organizational conventional rules.

### **(ii) Informal Communication:**

‘Informal Communication’ is the communication among the people of an organisation not on the basis of formal relationship in the organisational structure but on the basis of informal relations and understanding. It may overlap routes, levels or positions. Informal communication creates a situation where the different workers communicate with each other, work side by side, hour after hour and day after day irrespective of their formal positions and relationships. It is referred to as the ‘grapevine’ which indicates informal means of circulating information or gossip. It is direct, spontaneous and flexible. It is personal, unofficial, and mostly verbal.

### **Importance of Communication:**

Effective communication is vital for efficient management and to improve industrial relations. In modern world the growth of telecommunication, information technology and the growing competition and complexity in production have increased importance of communication in organisations large and small irrespective of their type and kind. A corporate executive must be in a position to communicate effectively with his superiors, colleagues in other departments and subordinates. This will make him perform well and enable him to give his hundred percent to the organisation:

**1. Managerial efficiency:** – Communication helps in smooth operation of management. Managerial task can only be performed when communication system is effective.

**2. Enhance morale and relations:** – Effective communication emphasizes the employee's participation in management. It helps to build the employees morale and cordial industrial relations between management and employees

**3. Effective leadership:** – effective leadership depends upon effective communication. Two-way communication helps in effective communication. Managerial leader must handle the subordinates. For ordering qualitative leadership is essential. And that can be obtained from proper system of communication.

**4. Mutual trust and confidence:** – mutual trust and confidence between labor and management is necessary for effective movement of organization. When there is effective communication, it helps to reduce misunderstanding and develop mutual trust.

**5. Better decision:** – the success of organization can be measured in better decision. When the information, data and other fact are not effectively communicated, it hampers the decision making. So, when the facts are communicates to concerned department, organization and person. It is easy to make decisions promptly.

**6. Staffing:** – when the information are correctly communicates in time, it helps in the function of selection, placement, socialization, promotion and transfer,

**7. Better managerial concern:** – all managerial functions such as planning, organizing, directing, controlling etc. can't be conducted without communication.

### **Barriers of Communication:**

Communication plays a major role in developing a relationship. It can also affect the relationship among family members or management in any institute. More specifically, communication influences the effectiveness of instruction, performance evaluation, and

the handling of discipline problems. Communication should be straightforward. What can make it complex, difficult, and frustrating are the barriers.

Miscommunication can originate at three levels: at the level of the transmitter, of the medium, or of the receiver. In technical parlance, anything that obstructs free flow of communication is called noise. Or we may refer to it simply as a 'barriers to communication.

The barriers are physical, sociological and psychological obstacles that interfere with the planning, organisation, transmission and understanding of the message. There are a number of such obstacles that can occur in the process of communication. The natural result of such obstacles or interfering factors is the misunderstanding of the message.

Some barriers of communication are the following.

### **1. Physical Barriers:**

#### **(a) Time and Distance:**

Time and distance also act as barriers to the smooth flow of communication. The use of telephone along with computer technology has made communication very fast and has, to a large extent, overcome the space barrier. However, sometimes mechanical breakdowns render these facilities ineffective. In such cases, the distance between the transmitter and the receiver becomes a mighty barrier. Some factories run in shifts. There is a kind of communication gap between persons working in different shift.

#### **(b) Noise:**

Unfortunately communication is very affected/distorted by noise that occurs primarily at the transmission level. Literally the word noise means "interference that occurs in a signal and prevents you from hearing sounds properly". It is, therefore, the first major barrier to communication. In a factory, for example, where there are machines and engines making a constant noise, oral communication becomes difficult. Blaring of loudspeakers around is bound to interfere with our conversation, whether face-to-face or on telephone.

### **II. Language Semantic Barriers:**

#### **(a) Lack of Common Language:**

Language uses oral or written arbitrary symbols to transmit meanings from one person to another. Every human languages has its own vocal symbol system and its own grammatical structures. If the communicator and the receiver belong to different language groups, their ignorance of each other's language or the lack of a common language will be a barrier to communication between them. It is not possible for them

to communicate with each other unless they know some common language which is properly understood by both of them.

**(b) Semantic Barriers:**

Semantic is the study of meaning, signs and symbols used for communication. The word is derived from “sema”, a Greek word meaning signs. Semantic barriers to communication are the symbolic obstacles that distort the sent message in some other way than intended, making the message difficult to understand.

The meaning of words, signs and symbols might be different from one person to another and the same word might have hundreds of meanings. So, when a message is sent by a sender to a receiver, it might be interpreted wrongly in a communication process causing misunderstandings between them. This can happen due to different situations that form the semantic (of, relating to, or arising from the different meanings of words or other symbols) of the sender the receiver, known as the semantic barrier. It also arises due to language, education, culture and place or origin (dialect or accent) or most likely their experiences. It is similar to and related to language barriers in a communication.

**III. Cultural Barriers:**

Especially in international environment, cultural differences often cause communication problems. The same category of words, phrases, symbols, actions, colours mean different things to people of different countries/cultural backgrounds. For example, in Western countries black colour is associated with death and mourning while in the Far East white is the colour of mourning. In the United States people love to be called by their first name while in Britain people are more formal and like to be addressed by their little or their last name.

**IV. Emotional or Psychological Barriers:**

The Psychological or Emotional Barriers refers to the psychological state i.e. Opinions, attitudes, status consciousness, emotions, etc. of a person that deeply affects the ability to communicate. The communication largely depends on the mental condition of a person, if the person is not mentally or emotionally sound, then he cannot communicate effectively either as a sender or a receiver.

**The major kinds of Psychological Barriers are following:**

- 1. Lack of Attention:** When the person is pre-occupied by some other things and do not listen carefully what the other person is speaking, then arises the psychological barrier in the communication. When the person does not listen to others, then he won't be able

to comprehend the message as it was intended and will not be able to give proper feedback.

2. **Premature Evaluation:** Many people have a tendency to jump to the conclusions directly and form judgments without considering all the aspects of information. This is generally done by the people who are impatient and resort to a selective listening. This premature evaluation of the information acts as a barrier to the effective communication and lowers the morale of the sender.
3. **Poor Retention:** The retention refers to the capacity of a brain to retain or store things in the memory. The brain does not store all the information came across but in fact, retain only those which deems to be helpful in the future. Therefore, much of the information gets lost during the retention process, and this acts as a barrier to the effective communication.
4. **Loss by Transmission:** The loss by transmission means, whenever the information exchanges hand its credibility reduces. It is most often observed in the case of an oral communication where people handle information carelessly and transmits the information which has lost some of its truth. Thus, the improper and lack of information being transmitted to others acts as a hindrance in the communication process.
5. **Distrust:** To have an effective communication, it is must that both the communicators (sender and receiver) trust each other. In case there is a lack of trust between both the parties, then they will tend to derive negative meaning out of the message and often ignore what has been communicated. If the receiver has no trust, then he will not listen to whatever is being said by the sender, and this will result in a meaningless communication.
6. **Emotions:** The communication is greatly influenced by the emotions of a person. If a person is not in a good temperament, then he would not listen properly to whatever is said and might say things offending the sender. Several other emotions such as anger, nervousness, confusion, restlessness, etc. affects the communication process.  
Thus, every human being has a unique mind which is composed of varied emotions, beliefs, perceptions, opinions, and thoughts that facilitate different forms of communication.

#### **V. Social-Psychological Barriers:**

#### **VI. Ogranisational Barriers:**

An organisation is a deliberate creation of management for the attainment of certain specific objectives. The day-to-day functioning of the organisation is regulated in such

a way as to contribute to the attainment of these objectives in the most effective manner. For this purpose, a variety of official measures are adopted such as designing of the structure, arrangement of activities, formulation of various policies, rules and regulations, and procedures, laying down of norms of behaviour, instituting a reward and punishment system, etc. all these variables markedly affect the organisation's functioning. As such major organisational barriers are:

**Hierarchical Barriers:**

In an organisation, communication transmission must flow through certain formal channels which are established by the organisational hierarchy. The employees are expected to contact the superiors and the subordinates through their immediate superiors or subordinates. This often results in hardships and difficulties in maintaining free flow of communication. Some management disapprove with the barriers of hierarchy and propose that everyone in the organisation should be free enough to communicate directly with anybody else who can help him to solve his problems.

**Specialisation of the Workforce:**

In large-size complex business organisation, increasing specialisation of the workforce is posing a serious barrier to effective internal communication. The tasks are specified and the procedures are structured in such a way that the workforce can hardly come out of their compartments to communicate with the people in other functional groups. They look only at those things that need to be done by a functionalised group. Every one of them is assigned with a special kind of job. This makes it increasingly difficult to see and covers with the people outside one's specialisation. In such organisation, the right hand can never find access to know what the left hand is doing. So far as possible, the works of each employee is confined to a single function. But this is not always possible.

**Wrong Choice of Medium:**

There are many ways and devices of communication. It may be oral communication through interviews, conversations, speeches, telephone talks, conferences, radio speeches etc. it may be face-to-face communication, written communication or non-verbal communication. All these ways or media of communication are suitable for communicating at different times and for different purposes. Therefore, it is essential to think about their relative merits and limitations, before selecting one of the media for communication. The sales manager must think over it would be better for him to hold a face-to-face talk with the prospective buyer than talking to him on the telephone.

**Communication Load:** Communication load is one of the major barriers to communication. It refers to the amount and the complexity of messages received by the receiver.

**Organisational policy:** The general organisational policy regarding communication provides overall guidelines in this matter. This policy might be in the form of a written document, or it has to be inferred from organisational practice, particularly at the top level. If the policy creates hindrance in the free flow of communication in different directions, communication would not be smooth and effective.

## **VII. Physical Barriers:**

**Noise:** It interferes with the transmission of the signals. It also refers to the 'unwanted' signals of messages which interfere and disturb the reception of the wanted signals. This disturbance is usually in the form of sounds, but it need not be always the sounds. It can be in visual, audio-visual, written, physical or psychological form also. Technical or physical noise refers to loud noise of the machines or blaring noise of the stereo and such other noises which makes it difficult for any listener committee member arrives late at the meeting hall and all the committee members are distracted by his arrival.

**Time:** frequency of communication encounters affects the human relationships and the intensity of human relations is affected by the amount of time that passes between these encounters. If the employee does not communicate with his superiors for a long time, or if husband and wife stay away from each other for a long time, it may create a communication gap between them which may affect their relationship.

**Distance:** The distance between the communicator and the receiver can be a strong barrier to communication, if the technical devices of communication such as telephone, telex etc. are not available to link them. Faulty sitting arrangement in the office can create a kind of communication gap which can be eliminated by adjusting the distance.

## **How to Make Communication Effective:**

In order to remove barriers to communication an open door communication policy should be prepared and followed by managers at all levels. The superiors in the organisation must create an atmosphere of confidence and trust in the organisation so that the credibility gap may be narrowed down. Major efforts in this direction are:

**(i) Two-way communication:**

The organisation's communication policy should provide for a two-way traffic in communication-upwards and downwards. It brings two minds closer and improves understanding between the two parties, the sender and the receiver. A feedback system should be introduced in the organisation so that distortion in the filtering of messages should be avoided. There should be no communication gap.

**(ii) Strengthening Communication Network:**

The communication network should be strengthened to make communication effective. For this purpose, the procedure of communication should be simplified, layers in downward communication should be reduced to the minimum possible. Decentralisation and delegation of authority should be encouraged to make information communication more efficient, through frequent meetings, conferences and timely dissemination of information to the subordinates.

**(iii) Promoting Participative Approach:**

The management should promote the participative approach in management. The subordinates should be invited to participate in the decision-making process. It should seek cooperation from the subordinate and reduce communication barriers.

**(iv) Appropriate Language:**

In communication certain symbols are used. Such symbols may be in the form of words, pictures and actions. If words are used, the language should be simple and easily comprehensible be avoided. The sender must use the language with which the receiver is familiar. The message should be supported by pictures or action, wherever necessary, to emphasise certain points. The sender must also practise in action what he says to others or expects from others.

**(v) Credibility in Communication:**

One criterion of effective communication is credibility. The subordinates obey the orders of their superior because they have demonstrated through their actions that they are trustworthy. They must practice whatever they say. The superior must also maintain his trustworthiness. If the superior is trusted by the subordinates, communication will be effective.

**(vi) Good Listening:**

A communication must be a good listener too. A good manager gives his subordinates a chance to speak and express their feelings well before him. The

manager also gets some useful information for further communication and can also have a better understanding of the subordinates needs, demands etc.

**(vii) Selecting on Effective Communication Channel:**

To be effective, the communication should be sent to the receiver through an effective channel. By effective channel we mean that the message reaches its destination in time, to the right person, and without distortion, filtering or omission.

**Differences between Oral and Written Communication:**

Oral and written communications are both major forms of communication. Communicating by word of mouth is termed as oral communication. Written communication involves writing/drawing symbols in order to communicate. Oral communication is the most widely used form of communication in the world. Humans are known to have communicated throughout the centuries of civilization, by using this method of communication. Oral communication is also one of the key factors that differentiates humans from other creatures, and entitles them to the claim of being the most intelligent species on earth.

Written communication has been prevalent on earth since the advent of pictographs. Pictograph was a method of communication that involved drawing symbols or pictures on cave walls or flat surfaces, so that people could observe them and grasp the message conveyed through it. Writing basically functions on this very premise, except that we now use alphabets, numbers, punctuations, etc. to communicate with the readers. Written communication has evolved from being understood as a tool to communicate using pen and paper. Writing now implies to digital mediums of communication as well, such as emails, text messages, chatting on the web, etc.

Written communication is considered as the preferred form of communication, when it comes to government undertakings, official work, formal agreements, etc. This is because written communication is more suitable to be effectively implemented in such scenarios, than oral communication. For instance, written communication provides the facility of recording any piece of communication, as it is always in written form, while oral communication cannot.

However, the fact which remains is that both oral and written forms of communication are indispensable to the human society in its day to day life.

<b>Sr. No.</b>	<b>Differentiation Criteria</b>	<b>Oral Communication</b>	<b>Written Communication</b>
<b>1.</b>	<b>Meaning</b>	Communicating by word of mouth is termed as oral communication.	Written communication involves writing/drawing symbols in order to communicate
<b>2.</b>	<b>Permanency</b>	Oral communication can be altered or corrected after saying.	Once written, it is recorded. So the communication either has to be erased or written anew.
<b>3.</b>	<b>Applicability</b>	Oral communication is mostly used for immediate confrontations.	Written communication is usually not preferred for face to face communications.
<b>4.</b>	<b>Longevity</b>	Oral communications tend to be forgotten quite easily and quickly.	Written communications are always recorded, so they stand the test of time.
<b>5.</b>	<b>Feedback</b>	Oral communication attracts instant feedback from the listeners.	Written communication doesn't normally receive immediate feedback, unless it's on the internet or electronic.
<b>6.</b>	<b>Expression</b>	Speakers use their baritone, sound pitch, volume alteration to convey certain expressions to the listeners.	Writers use specific words, punctuation marks, etc. to easily put an expression across in the text.
<b>7.</b>	<b>Grammar</b>	Normally, grammar is not paid much attention to in oral communication.	Being grammatically correct is one of the requisites for effective written communication.

## **7 C's in Communication:**

There are 7 C's of effective communication which are applicable to both written as well as oral communication. These are as follows:

- 1. Clear:** The message should be clear and easily understandable to the recipient. The purpose of the communication should be clear to sender then only the receiver will be sure about it. The message should emphasize on a single goal at a time and shall not cover several ideas in a single sentence.
- 2. Correct:** The message should be correct, i.e. a correct language should be used, and the sender must ensure that there is no grammatical and spelling mistakes. Also, the message should be exact and well-timed. The correct messages have a greater impact on the receiver and at the same time, the morale of the sender increases with the accurate message.
- 3. Complete:** The message should be complete, i.e. it must include all the relevant information as required by the intended audience. The complete information gives answers to all the questions of the receivers and helps in better decision-making by the recipient.
- 4. Concrete:** The communication should be concrete, which means the message should be clear and particularly such that no room for misinterpretation is left. All the facts and figures should be clearly mentioned in a message so as to substantiate to whatever the sender is saying.
- 5. Concise:** The message should be precise and to the point. The sender should avoid the lengthy sentences and try to convey the subject matter in the least possible words. The short and brief message is more comprehensive and helps in retaining the receiver's attention.
- 6. Consideration:** The sender must take into consideration the receiver's opinions, knowledge, mind-set, background, etc. in order to have an effective communication. In order to communicate, the sender must relate to the target recipient and be involved.
- 7. Courteous:** It implies that the sender must take into consideration both the feelings and viewpoints of the receiver such that the message is positive and focused at the

audience. The message should not be biased and must include the terms that show respect for the recipient.

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## **Unit – 2**

### **Verbal Communication**

#### **1. Introduction:**

Verbal communication refers to the form of communication in which message is transmitted verbally; communication is done by word of mouth and a piece of writing. Objective of every communication is to have people understand what we are trying to convey. In verbal communication remember the acronym KISS (keep it short and simple). When we talk to others, we assume that others understand what we are saying because we know what we are saying. But this is not the case. Usually people bring their own attitude, perception, emotions and thoughts about the topic and hence creates barrier in delivering the right meaning. So in order to deliver the right message, you must put yourself on the other side of the table and think from your receiver's point of view. Would he understand the message? How it would sound on the other side of the table?

**Verbal Communication** is further divided into:

- **Oral Communication**
- **Written Communication**
- **Oral Communication:**

In oral communication, Spoken words are used. It includes face-to-face conversations, speech, telephonic conversation, video, radio, television, voice over internet. In oral communication, communication is influence by pitch, volume, speed and clarity of speaking.

- **Written Communication:**

In written communication, written signs or symbols are used to communicate. A written message may be printed or hand written. In written communication message can be transmitted via email, letter, report, memo etc. Message, in written communication, is influenced by the vocabulary & grammar used, writing style, precision and clarity of the language used.

**Definition of Verbal Communication:**

**Features of Verbal Communication:**

1. Verbal communication uses oral or written words.
2. Verbal communication are of two types: Oral and Written.

3. Verbal communication is easy to understand.
4. Verbal communication is highly structured.
5. Verbal communication begins and ends with words.
6. In Verbal communication, we use language which is appropriate to our audience.

### **Types of Verbal Communication:**

Verbal communication entails the use of words in delivering the intended message. The two major forms of verbal communication include written and oral communication.

#### **1) Written Communication:**

It includes traditional pen and paper letters and documents, typed electronic documents, e-mails, text chats, SMS and anything else conveyed through written symbols such as language. This type of communication is indispensable for formal business communications and issuing legal instructions.

Communication forms that predominantly use written communication include handbooks, brochures, contracts, memos, press releases, formal business proposals, and the like. The effectiveness of written communication depends on the writing style, grammar, vocabulary, and clarity.

### **Salient Features of Written Communication:**

- **Written communication is essentially a creative activity.**

It is an activity that requires conscious and creative effort. The creativity of this effort comes from the stimuli produced by the mind. The stimuli or oral communication are picked up from outside by the sensory receptors. In other words, written communication is more specifically, more carefully thought out than oral communication that is based on spontaneous reaction to signs picked up from outside.

- **Time Factor:**

The second salient feature of written communication is the time factor it involves. While in a face-to-face communication situation, the sender's encoded messages are instantaneously decoded by the receiver, in written communication some delay necessarily takes place and there is no fixed time limit to this delay.

- **Fewer Cycles:**

The third salient feature of written communication is that it has fewer cycles than face-to-face oral communication. In oral communication there is multiple exchange of symbols, leading of multiple cycles.

- **Presence of both sender and receiver is not necessary at the same time:**

It is an important feature of written communication where the presence of just the sender or the receiver is sufficient at a given point in time, to continue the process of communication.

**Advantages of Written Communication:**

- It is accurate and precise. Written communication is usually formulated with great care. The very prospect of writing makes a person conscious. He gives a serious thought to his ideas and tries to organise them. Since written communication is open to verification, and its authenticity can be easily challenged, the communicator has to be accurate and factual. Therefore, in written communication, there is an insistence on greater accuracy and precision.
- It can be repeatedly referred to. The receiver of a written communication can go over the message again and again. He can read and re-read it till he thinks he has properly understood it. Besides, there is less danger of losing and part of the message. An oral message is given just once. Even if it is not properly understood, the receiver does not request for its repetition, for he is afraid that it might adversely reflect upon his own competence. It is also possible that some vital part of the message may be mixed through eliminated.
- It is a permanent record. Written communication becomes a permanent record of the organisation and can prove very useful for future reference. Old orders and decisions can serve as precedents for fresh decisions. Previous years reports are found beneficial for formulating new policies and fixing current targets.
- It is a legal document. Written communication is acceptable as a legal document. That is why some executives think that even if some messages have been transmitted orally, they should later be confirmed in writing.
- It facilitates the assignation of responsibilities. If communications are preserved in writing, it is much easier to assign responsibilities. In case a mistake is committed as a result of oral communication, it is very difficult to ascertain whether the mistake has been committed at the communicator's end or the receivers. Managers may sometimes have a tendency to lower staff feels more secure when it receives orders in writing.
- It has a wide access. Communication media having become very fast written communication enjoys a wide access. If the communicator and the perceiver are far removed from each other, written communication sent through post is the cheapest and may be the only available means of communication between them.

## **2) Oral Communication:**

The other form of verbal communication is the spoken word, either face-to-face or through phone, voice chat, video conferencing or any other medium. Various forms of informal communications such as the grapevine or informal rumor mill, and formal communications such as lectures, conferences are forms of oral communication. Oral communication finds use in discussions and causal and informal conversations. The effectiveness of oral conversations depends on the clarity of speech, voice modulation, pitch, volume, speed, and even non-verbal communications such as body language and visual cues.

Verbal communication makes the process of conveying thoughts easier and faster, and it remains the most successful form of communication. Yet, this makes up only seven percent of all human communication!

### **Definitions of Oral Communication:**

**According to R. Pal and Korlahalli,** “Oral communication includes face to face conversation, conversation over the telephone, radio broadcast, interviews, group discussions, meetings, etc.”

### **Features of Oral Communication:**

#### **1) Flexibility:**

The main feature of oral communication is, it is more flexible than any other means of communication. Oral communication or oral messages can be changed easily depending on the situation.

#### **2) Immediate feedback:**

Immediate feedback can be received in case of oral communication.

#### **3) Takes less time:**

It takes less time than written communication.

#### **4) Better understanding:**

Another major feature of oral communication is chance of misunderstanding is very rare; if there is any misunderstanding takes place that can be rectified immediately by asking questions.

#### **5) Opportunity for correction:**

In case of written or other communication messages cannot be corrected immediately- but in case of oral communication it can be corrected within few seconds.

**6) Intercultural barriers:**

In case of oral communication receiver and sender exchange information freely and spontaneously. As a result presentation of message influenced by the cultural background of the respective parties.

**7) Spontaneous:**

Oral message can be pre-planned and formal, but in most of the cases oral communication made spontaneously without any planning.

**8) Dependence on non-verbal tools:**

This perhaps one of the major features of oral communication. If we think carefully we will be able to realize that oral communication takes the support of non-verbal communication to express the complete meaning.

For example, when we are talking about a good news then we not only express it through words but also express through eye & facial expressions, our tone and body movements also supports us to express the meaning completely.

**Advantages of Oral Communication:**

Oral communication is the most frequently used means of sending messages because it has certain distinct advantages. Some of these advantages are given below:

- 1) The greatest advantages of oral communication is that it provides immediate feedback and clarification. People listening to the speaker can ask questions, make comments, add to the information provided and so on. Both the speaker and the listener/listeners by turn can enter into a kind of short dialogue and make the whole communication event purposeful.
- 2) Oral communication builds up a healthy climate in the organisation by bringing the superior and the subordinate together. This gives the subordinate a feeling of importance and the superior a better understanding of his mind. Informal or planned meetings can greatly contribute to the understanding of problems/issues in which they become partners.
- 3) Oral communication is a time-saving device. While a letter, dictated and typed, entered in the diary, put in the envelope and carried to the person addressed will take a long time, oral transmission of the message makes the communication immediately effective. That is why many skilful managers cut down on paper work and save time by calling up their juniors or walking up to their superiors.
- 4) Oral communication is the most effective tool of persuasion as it lends a personal touch to the whole business. Resolving a conflict will not be possible in the

absence of oral communication. Unless a manager/supervisor talks to the workers in a persuasive tone, the conflict will remain there. No exchange of letters can achieve what a meeting can.

- 5) Continuation of the previous point-wise can see that oral communication is very effective in interacting with groups. The speaker can immediately understand the group's reaction and arrive at a satisfactory conclusion by putting his views across and exchanging point.
- 6) Oral communication is also very economical, both in terms of money and time. It saves the money spent on stationery in organisations in which the managers insist on every instruction, every message in writing.
- 7) Oral communication provides ample scope to the sender of the message to make himself clear by suitably changing his words, voice, tone, pitch etc. on the other hand, the words once written can't be changed. In other words, the message once transmitted in written form can't be retracted. Oral communication on the other hand, has the advantages of on-the-spot adaptation/withdrawal/improvement.

#### **Guidelines for Effective Oral Communication:**

- (i) **Clear Pronunciation:** the first important prerequisite of effective oral communication is that words should be pronounced clearly and correctly. Oral messages are often misunderstood because the speaker doesn't talk distinctly. Inability to use the jaws freely, to speak with a limber tongue and limber lips, and to speak slowly often makes for poor oral transmission. If a person tries to talk as fast as he thinks, his words will run to gather and get rammed into one another, so that when he intends asking 'what did you have?' He will succeed only in saying 'wajuhave?'
- (ii) **Appropriate Word Choice:** Words have different meanings for different people. So it is important to be careful in the choice of words. The speaker, while speaking something, knows what he means, so he presumes that his listener also does so, which may be a wrong presumption. In oral communication it is more important to use the terms familiar to the listener rather than the terms that are familiar to the speaker.
- (iii) **Natural Voice:** Some speakers deliberately cultivate an affected style under the impression that it would make them look more sophisticated. Nothing is farther from truth, and nothing impresses so much as the natural way of speech. One of the manuals for office employees in an American firm says, "The most effective

speech is that which is correct and at the same time natural and unaffected. Try to tone down an unusual accent and discard all affectations of speech. Try to cultivate a pleasing voice and speak clearly and distinctly.”

- (iv) **Brevity:** People take pleasure in talking, so oral communication tends to suffer from over-communication. But if a speaker keeps on talking or long, his message will get lost in a sea of verbosity and distraction. It is important to keep the message as brief as possible without appearing abrupt and discourteous.
- (v) **Precision:** Precision can make oral communication very effective. Instead of saying ‘total these invoices as early as possible’, it is preferable to specify the time and you kindly total these invoices and bring them back to me in half an hour’s time. ‘Come to the office early tomorrow’ is not as good as ‘could you reach the office tomorrow by 8 o’clock since all these letters have to be despatched by the first mail.
- (vi) **Conviction:** A person communicating orally must have conviction in what he says. Lack of conviction causes lack of confidence, so that he is not able to impress the receiver with the message. Conviction comes from sincerity of approach and careful thinking and planning. Careful analysis and objective evaluation of the message while formulating it also promote the speaker’s conviction in it.
- (vii) **Avoiding Hackneyed Phrases and Cliches:** Speakers, often when they are groping for words, make use of hackneyed phrases like ‘what I mean’, ‘do you follow’, ‘is not it’, ‘I see’, etc. Such words and phrases interrupt the flow of their speech and impede quick grasp of meaning. They are used unconsciously, but the speakers should take deliberate pains to exclude them from their speech.
- (viii) **Logical Sequence:** If the speaker has given a proper thought to his message, he will be able to arrange the various ideas contained in it in their logical sequence. Jumbled ideas create confusion, while logically arranged ideas make the message forceful.
- (ix) **Using Body Language:** In oral presentation, the speaker must attract the attention of the audience through positive body language. Eye contact, smile, nods, fingering etc. are important body movements or languages that help to retain the attention of the audience.

- (x) **Speaking Slowly:** The speaker should speak slowly so that the audience can understand him easily. If the speaker delivers his speech very rapidly, the audience may fail to understand or follow him instantly.
- (xi) **Emphasizing on Important Topic:** The speaker should emphasize on important topic so that audience can pay full attention to his oral presentation. It's up to the speaker how he will determine the relative importance of different parts of his speakers.
- (xii) **Control of Emotion:** The speaker must control his emotion to make **oral communication effective**. Over emotion of the speaker may mislead or irritate the listeners and misguide the speaker.
- (xiii) **Using Visual Aids:** Visual aids can make the oral presentation more interesting and livelier. The speaker can use slides, multimedia projector, overhead projector, whiteboard etc. to make the oral presentation vivid and magnificent.
- (xiv) **Taking Preparation:** A person or speaker must take necessary preparation before delivering his speech before the audience. Before presenting something he should have proper planning regarding the topic, audience, timing, place etc. A well planned or well prepared presentation must be able to attract the attention of the audience.
- (xv) **Drafting the Speech:** Before delivering the speech, the speaker should make a draft of the speech. It will help him to better organize his speech, to allocate time on different issues and to rectify the message if any error is there.

#### **Advantages of Verbal Communication:**

- 1) **It saves time:** You can give direct orders to your subordinates. Get instructions on a matter within a few minutes. Convey your message at a rapid speed. The verbal form of communication gives you this facility to quickly send intended message thus saving you time. Also, you won't need to grope for sign languages. Just write or say it and you will be understood within fraction of a second.
- 2) **It saves you money:** If most of the information are considered to be verbal then you won't be wasting energy and money on explaining things differently. All you need is a medium to speak or write and your work would be done. Also less chances of getting misinterpreted as everyone receiving the instructions are able to understand the common language between you.
- 3) **Feedback quickness:** The distinct advantage of verbal communication is in the fact that the receiver can ask and clarifies his doubt on the spot without any

delay. The sender can get a quick feedback as to whether his intended message is received in its intended form or not and can clarify the receiver, in the case of any doubt. Additionally the difficulty is removed in communication.

- 4) **Most convenient method:** Yes verbal communication is the most widely adopted means of communication globally. People prefer more of verbal communication due to the convenience factor dominating over other types of communication. While communicating verbally, you are more likely to convey matter simply in plain readable text and understandable language which is widely preferred.
- 5) **Persuasion in the act:** Managers can use it to their advantage to make their point more powerful and<sup>2</sup> persuasive. In combination with non-verbal language, a person can peruse the other on any matter.
- 6) **Ease of preparation:** Oral communication is the easiest way of communication as it does not have any need of material to convey the message. Therefore casual conversations are usually easy to conduct.  
  
Maintain secrecy: It can be very useful in case you want to maintain a secrecy about a matter as there is no way to proof what you said. Private conversations can be easily conducted through one to one discussions and privacy is well maintained if proper instructions regarding this matter is provided to concerned individuals.
- 7) **Clarity of message:** If the message provided is in written format, the receiver can re-read the contents and clarify any doubt on the later moment. Therefore sometimes written format can have an extra edge over oral one in this matter.
- 8) **Legality of the content:** As the documents can be reproduced, the written format has a legal importance. Many people prefer to communicate in written or oral format in case of important discussion. These conversations can be stored or recorded for future use as evidence to some crime or as legal documents which can be of very much important in many things.

#### **Guidelines for Effective Verbal Communication:**

For verbal communication to be effective at work meetings and negotiations, we can generally recommend the following:

**Be clear:**

Express what you want to say clearly, use clear expressions and statements. Do not use ambiguous words. In this way you will prevent misunderstanding, enhance the effectiveness of your message and support the serious impression created by your acts.

**Be brief:**

Do not load your communication partners with a lot of words and information. Do not use long sentences. Use short sentences and communicate the information in parts. Your speech will thus gain relevance, accuracy and comprehensibility, the listeners will be able to follow and understand better.

**Give information in a logical order:**

Give the information you want to communicate in a logical order. However, the logical order in your view may not be identical with a logical order as understood by your colleagues. Therefore, try to see yourself in their shoes, try to think as they think and adapt your communication to their views and way of thinking.

**Do not forget the essential:**

Say everything that is important and necessary to understand your message. Remember that your colleagues from other department / subordinates / communication partners may not be as well informed as you are and may not have the same knowledge. What you take for granted (and may not feel urged to emphasize) can be essential information for others without which they may not clearly understand the content and sense of your message.

**Emphasize the essential:**

Distinguish the main information from details and less important parts of the message – emphasize the essential. Your speech will be clearer for the message recipients, they will understand and remember better. Also the impression left after the dialogue will be better.

**Be correct:**

Strictly distinguish facts from opinions and assumptions. Give facts as facts and your views as your views (“in my opinion ...”), assumptions as assumptions (“I think that ...”).

**Adjust yourself:**

Choice of words may essentially affect whether the others understand or not. Professional terminology is usually a very precise and accurate language for situations at work. However, it can be only effective if your communication partner knows the

professional terms properly. If not, you have to choose a language of a common user. There is one important rule – adjust the language of your message to the information recipient. You should also adjust the tempo of your speech to the message recipient. People usually like to listen to a speech in the tempo they use themselves. If your tempo is considerably different from your communication partners' tempo, they will feel uncomfortable. Moreover, if the message recipient's personal tempo is slow and yours is fast, their impression of you will not be favourable and, mainly, they will not be able to follow.

**Ask questions, verify their comprehension:**

If you want to be sure that the listeners have understood your message as you meant it, verify their comprehension. It is mainly important when you are setting a task to do, delegating rights, etc. It is not enough to ask: "Do you understand?" This question is often answered by a simple "yes" without your colleague really understanding. The questions need to be entirely specific, or you can ask your colleague or subordinate to say what they are going to do or repeat what you have agreed on.

Never assume that your colleagues would ask if they did not understand. Sometimes they may not be motivated to do so, sometimes they are afraid to be embarrassed, sometimes they even do not know they did not understand well or missed a piece of important information. However, it is necessary to verify comprehension even in the case you are the listener. Not everybody can communicate clearly and comprehensibly and if you want to prevent troubles it is up to you to provide the clarity. For this you can use control questions or paraphrasing, e.g., "Do I understand well that you mean ...?" or "Are you of the opinion that the most suitable solution is ...?", etc. The answer to your control question will be a confirmation or precision of what has been said.

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## **Unit – 3**

### **Non-Verbal Communication**

#### **Meaning of Non-Verbal Communication:**

Non-Verbal communication refers to the communication and interpretation of information by any means other than language. Non-Verbal Communication includes communication through any behavioral or expressive channel of communication such as facial expression, bodily movements, vocal tone and pitch and many other channels. Non-Verbal communication involves cues related to the communication (also referred to as the encoding or sending) of information as well as the interpretation (or the decoding or of information. The communication and interpretation of non-verbal behaviour draws on tacit, implicit knowledge that all human beings possess. Such communication is often subtle, uncontrollable, spontaneous, rapidly and unconsciously communicated and interpreted and provides a great deal of information regarding affective states. Although non-verbal communication can be controlled to adhere to cultural display rules (norms that regulate the expression of emotion) and to meet certain personal goals such as impression management or deception, such communication is generally a more automatic rather than controlled process.

Although we continually send and receive nonverbal messages, most of us are not fully aware of the ways that we communicate nonverbally. Still, if you watch carefully, you will see that most leading professionals (e.g., doctors, lawyers, politicians, corporate chief executive officers, and contract negotiators) are excellent nonverbal communicators. Some people call it charisma. Others call it style. Whatever it is, they have it.

#### **Characteristics of Communication:**

Nonverbal communication is everywhere everyday of our life. It is how we communicate with each other without words such as hand gestures, facial expressions, body language, also the tone of our words it all plays a role in what the meaning of the word is you are saying. Important Characteristics of Non-Verbal communication are mentioned below:

1. Non-verbal communication is symbolic because it involves the use of socially defined symbols that are intended to convey messages. These are recognised symbols that convey meaning – a smile indicates happiness or pleasure.
2. Non-Verbal communication is usually understood as the process of communication which involves sending and receiving wordless messages.

3. In non-verbal communication, messages are communicated through gestures, touch, body language, postures, facial expression and eye contact.
4. Non-Verbal communication may be intentional or unintentional, since often when people communicate non-verbally, they are unaware of it.
5. Non-Verbal communication is primary, because it takes precedence over verbal communication.
6. Non-Verbal communication is continuous, because one is constantly communicating through non-verbal behaviors.
7. Non-Verbal communication is often ambiguous, since a non-verbal behaviours may have different meanings depending on the user's personality, family, influences and culture.
8. Non-Verbal communication is present in most interpersonal conversation.
9. Non-Verbal communication conveys more information than verbal communication.

#### **Advantages of Non-Verbal Communication:**

1. **Firstly, we can say that non-verbal communication is important in expressing our emotions.** Emotions such as happy, satisfied, confident, surprised, eager, tired, stressed, sad etc. These are almost all expressed through different body gestures and face. We are able to understand each other upon judging each other's expression. For example if someone cries, it indicate that something has happened to him or her and others will be able to help it.
2. **Secondly, it plays vital role in communicating interpersonal relationships.** Through interpersonal communication we can establish trust in relationships and help determine a person's fidelity. And these are possible only through using verbal and non-verbal communication mode. Interpersonal communication includes communications that occurs with our words and through our tone of voice, posture and facial expressions. It is also found by many researchers that non-verbal interpersonal communication like body language may communicate 93 percent of our attitudes and beliefs.
3. **Thirdly, non-verbal communication is main supporter of verbal interaction.** Infact they supplement each other and give full meaning. Because non-verbal communication can repeat the spoken message: contradict the message that individual is trying to convey; emphasize the message, substitute or complement meaning to make it understand clearly. For example, when the class teacher comes across his student with frowning face seeking permission to take rest, he would immediately grant permission because

he saw how much the student was suffering not only by hearing the reason, but more by judging students facial expression.

4. **Fourthly, non-verbal communication also reflects individual's personality.** "Personality is the entire mental organization of a human being at any stage of his development. It embraces every phase of human character: intellect, temperament, skill, morality, and every attitude that has been built up in the course of one's life.
5. **Lastly, nonverbal communication plays greater role in performing rituals such as greetings and goodbyes.** The smile we smile as soon as we see someone we recognize from distant itself tells a lot about importance of non-verbal communication. Similarly, waving our hand indicating good bye is another example of non-verbal communication.
6. The usage of Non-Verbal communication can clarify even the toughest messages to understand.
7. Non-Verbal communication, or body language is a powerful tool that can help connect with others, express what you really mean and build better relationships.
8. **Quick expression of message:** Non-verbal cues of communication like sign and symbol can also communicate some messages very quickly than written or oral messages.
9. **Reducing wastage of time:** The message of non-verbal communication reached the receiver very fast. For this reason it reduces the wastage of valuable time of the communicator.
10. **Help to handicapped people:** Non-verbal cues of communication greatly help in handicapped people especially to deaf people. Deaf people are exchange message through the movements of hands, fingers, eye ball etc.
11. **Help to illiterate people:** This type of communication use gestures, facial expressions, eye contact, proximity, touching etc. and without using any spoken or written word. So, it is very much helpful for illiterate people.
12. **Substituting:** Non-verbal message may substitute for the verbal message especially if it is blocked by noise, interruption, long distance etc. for example: gestures-finger to lips to indicate need for quite, facial expressions- a nod instead of a yes.
13. **Easy presentation:** Information can be easily presented in non-verbal communication through using visual, audio-visual and silent means of non-verbal communication.
14. **Instant Effect:** All nonverbal cues have almost instant effect as the receivers perceive them quickly. For example, it takes less time to see a color or picture and to hear a horn or bell than to speak out and understand or to read and understand words and sentences.

This quality of being speedy in conveyance and response makes nonverbal methods extremely useful in many situations.

### **Disadvantages of Non-Verbal Communication:**

Despite of advantages of non-verbal communication, it is not free from its limitations or disadvantages which are:

- 1. Vague and imprecise:** Non-verbal communication is quite vague and imprecise. Since in this communication there is no use of words or language which expresses clear meaning to the receiver. No dictionary can accurately classify them. Their meaning varies not only by culture and context but by degree of intension.
- 2. Continuous:** It is possible to stop talking in **verbal communication**, but it is generally not possible to stop nonverbal cues. Also, spoken language has a structure that makes it easier to tell when a subject has changed, for instance or to analyze its grammar. Nonverbal does not lend itself to this kind of analysis.
- 3. Multi-channel:** while watching someone's eyes, you may miss something significant in a hand gesture. Everything is happening at once and therefore it may be confusing to try to keep up with everything. Most of us simply do not do so, at least not consciously.
- 4. Culture-bound:** Non-verbal communication is learnt in childhood, passed on to you by your parents and others with whom you associate. A few other gestures seem to be universal. Evidence suggests that humans of all cultures smile when happy and frown when unhappy. However, most nonverbal symbols seem to be even further disconnected from any "essential meaning" than verbal symbols. Gestures seen as positive in one culture (Like the thumbs-up gesture in the USA) may be seen as obscene in another culture.
- 5. Long conversations are not possible:** In non-verbal communication, long conversation and necessary explanations are not possible. No party can discuss the particular issues of the messages.
- 6. Difficult to understand:** Difficult to understand and requires a lot of repetitions in **non-verbal communication**. Since it uses gestures, facial expressions eye contact, touch etc. for communicating with others which may not be understandable for the simple and foolish people.
- 7. Not everybody prefers:** Everybody not prefers to communicate through non-verbal communication with others. Sometimes it cannot create an impression upon people or listeners. It is less influential and cannot be used everywhere. It is cannot be used as a public tool for communication.

8. **Lack of formality:** Non-verbal communication does not follow any rules, formality or structure like other communication. Most of the cases people unconsciously and habitually engaged in non-verbal communication by moving the various parts of the body.
9. **Costly:** In some cases non-verbal communication involves huge cost. For example, neon sign, power point presentation, cinema etc are very much costly compared to others form of communication.
10. **Distortion of information:** Since it uses gestures, facial expressions, eye contact, touch, sign, sound, paralanguage etc. for communicating with others, there is a great possibility in distortion of information in non-verbal communication.

### **Types of Non-Verbal Communication:**

According to experts, a substantial portion of our communication is nonverbal. Every day, we respond to thousands on nonverbal cues and behaviours including postures, facial expression, eye gaze, gestures and tone of voice. From our handshakes to our hairstyles, nonverbal details reveal who we are and impact how we relate to other people. Since that time, abundant research on the types, effects, and expressions of unspoken communication and behavior. While these signals are often so subtle that we are not consciously aware of them, research has identified several different types of nonverbal communication. In many cases, we communicate information in nonverbal ways using groups of behaviours. For example, we might combine a frown with crossed arms and unblinking eye gaze to indicate disapproval.

1. Communication by Body Language
2. Communication by Gestures
3. Communication by Posture
4. Communication by Facial Expressions
5. Communication by Human Behaviour
6. Communication by Touch
7. Communication by Dress and Grooming
8. Communication by Proxemics
9. Communication Through Signs and Symbols
10. Communication by Charts, Maps and Graphs
11. Communication by Posters
12. Communication by Colors
13. Communication by Silence

## **1. Communication by Body Language:**

Body language is a form of non-verbal communication. Body language is about using behaviour to communicate. Both people and animals use this form of communication. Part of this behaviour is done subconsciously. It is therefore different from communicating using sign language, for example. Communication using sign language is intentional, body language is not. The forms of behaviour used in body language include body posture, gestures, facial expressions, and eye movements. Body language may provide clues as to the attitude or state of mind of a person. For example, it may indicate aggression, attentiveness, boredom, a relaxed state, pleasure, amusement and intoxication. Language is significant to communication and relationships. It is relevant to management and leadership in business and also in places where it can be observed by many people. It can also be relevant to some outside of the workplace. It is commonly helpful in dating, mating, in family settings, and parenting. Although body language is non-verbal or non-spoken, it can reveal much about your feelings and meaning to others and how others reveal their feelings toward you. Body language signals happen on both a conscious and unconscious level.

## **2. Communication by Gestures:**

The natural movement in any part of the human body, particularly head, hand and neck are called as gestures. When the sender or receiver exchanges any thought, feeling or idea with the help of the normal movement of head, hand or neck or any part from the humane body, it is called communication by gestures.

Gesture is face to face communication, which adds and supports oral communication. They supplement and intensify speech. They convey effectively what a speaker wants to convey by words.

Appropriate gestures remove dullness and monotony from our communication and make it interesting, charming and attractive. Understanding of gesture is very important because each gesture is like a word from a language.

When gestures are fitted together into their composite positions, a whole picture evolves before us. Use of inappropriate gestures or overuse of gestures distracts the attention of the receiver and spoils our communication leading to misunderstanding and confusion.

Examples of communication by gestures are thumping of table, shrugging of shoulders, winking, shaking hands, laughing denotes the gestures. Deaf-and-dumb people communicate completely through gestures.

### **3. Communication by Posture:**

Posture means the position of the body. The way we stand, sit or recline and walk reflect our attitude, thoughts and feelings. Thus, a posture is a manner of presenting or holding oneself while sitting, standing or working. Each movement or position of the body has adaptive, expressive and defensive functions; some are conscious, and some are unconscious. Posture constitutes an important feature of body language. A person's posture tells us whether he is feeling diffident, confident or over-confident.

Examples of communication by posture are if a person seated on a chair, with his head placed on his cheek or with his half-closed hand placed under his chin is in a reflective mood, brooding over a problem his mind is occupied with. Though difficult to interpret, posture contributes much to communication. Graceful posture is a great asset in any profession.

### **4. Communication by Facial Expressions:**

Communication by Facial Expressions, face is the mirror of human character, whatever happens in our heart goes into our mind and appears on our face. Facial expression is an obvious communicative factor. A cheerful face or a gloomy face influences most people who see it a happy or appreciative smile, a displeased frown; a look of surprise, and several other expressions of face can convey, with or without words, the attitude and reaction of the communicants. Examples of communication by facial expressions are one can express friendliness, affection, dislike, anger, suspicion, anxiety, etc. through facial expressions. Eye contact plays an important role in oral, face to face communication. A twinkle in the eye communicates a person's thoughts and feelings much more effectively than words spoken or written. Thus, facial expressions communicate emotions and also attitudes as well.

### **5. Communication by Human Behaviour:**

Communication by human behaviour may be defined as the transmission of thoughts, feelings through one's manner of action or behaviour.

We have heard the expression “still waters run deep”? This expression states the importance of communication by facial expression and human behaviour. A calm, face conveys the personality in a human more effectively than the verbal exchange of thoughts about the person. The silent films of Charlie Chaplin, the comedian, is a good example of communication by facial expressions and human behaviour. When we see a person walking slowly, with his feet almost dragging, we understand that the person is sick or under heavy mental tension.

### **6. Communication by Touch:**

Communication by touch is a type of oral and non-verbal communication. This is possible only in face to face, personal communication, i.e. when at least two persons are present. It is also a communication by the body language.

Examples of communication by touch are follows:

- When a steno completes an important work in time, the secretary gives a pat on her back. Thus, he expresses his appreciation by touch.
- In the same way, when a student wins a prize, the chief-guest shakes the hand with him. Thus, he communicates his feelings by touch.
- When a small child cries, the mother fondles it. By the gentle touch of the mother, the child stops crying.
- Similarly, patting on the back of your younger brother, putting a hand on the shoulder, or walking hand-in-hand are a few examples of communication of our feelings of appreciation, affection and love by touch.

#### **7. Communication by Dress and Grooming:**

Communication by dress and grooming, it is true that appearances may be deceptive; it is also real that all of us tend to judge others, at least initially, by their appearances. In communication by dress and grooming, a general impression of the encoder or decoder is communicated by his / her dress, makeup and appearance. Appearance and one's dress gives a clear idea to one's personality. The clothes we wear and the way we groom our hair becomes an index to personality. Some organization insists on their managerial staff to wear ties, while on duty in office. A person if dressed untidy gives a poor impression of his attitude to life. Organization projects a good public image, if the staff is decently dressed and well-groomed. Examples of communication by dress and grooming are if an interviewee is not attired properly fails to impress the interviewer and may not get the job, even if he is well-qualified. People who are well-dressed are more likely to be selected than those who are poorly dressed.

#### **8. Communication by Proxemics:**

Communication by proxemics, the way one uses the space around one, creates meanings in one's mind and in other's minds as well. Proxemics is the study of space around us, how we arrange it and what we arrange in it. It is thus personal space language. Examples of communication by proxemics are the observation shows that a superior while talking with his subordinate maintains some distance in accordance with his position within the organization. The colleagues in the same department, being very close to share their

professional and private matters, do not maintain such physical space. Distance between two strangers is more but not so between two friends.

### **9. Communication Through Signs and Symbols:**

Signs and signals are visual and nonverbal modes of communication. The words 'signs' and 'signals' are both derived from the Latin word 'signum' meaning 'mark'.

Today when we are looking forward to the 21st Century, signs and signals have become very important means of communication, in the era of visual and audio-visual culture. When symbols and indications are used, communication is achieved, through accepted symbols.

Examples of communication through signs and symbols are follows:

- In mathematics, calculations are represented by signs and symbols.
- A traffic signal flashes green, telling motorists to move on. A proof reader, a shorthand writer, a musician all of them use signs and signal to communicate. The language of signs and signals have universal nature, e.g. two crossed bones and human skull placed in between signifies danger or a lighted cigarette with cross mark on it indicates “no smoking” communication through such visuals is very effective because of its speedy ways of conveying.
- There are also auditory 'signals', which are heard and the message is communicated instantly to the concerned receiver, e.g. factory sirens means 'time' for workers of a particular shift. Church bell indicates the time for prayer; school bell gives a specific message for school children, and traffic policemen whistle is properly understood by the traffic-rule breakers. All such audio signals convey the message to distinct types of people at a different time.

### **10. Communication by Charts, Maps and Graphs:**

Charts, maps, and graphs are visual non-verbal communication. They are pictorial representations of statistical and other kinds of information.

In communication by charts, maps and graphs, message conveyed with the help of charts; maps and graphs have a greater impact because they compress much information in a small space and project it very clearly. Charts are used to represent numeric and statistical information. Maps are used for conveying a space relationship between places. Examples of communication by charts, maps and graphs are that it shows information regarding size of countries, heights of mountains, length of rivers flowing, crop, rainfall, etc. Graphs are used for showing trends in continuous information over-period of time. Thus, information could be reflected on charts, maps and graphs easily.

## **11. Communication by Posters:**

In communication by posters, a poster is a kind of visual communication. Posters are used most extensively in advertising. Posters consist of pictures or photographs along with a slogan. Thus, it is a combination of verbal and non-verbal communication.

For e.g. inside the factory, a poster indicating that smoking in the premises could lead to fire and endanger your life, has a greater impact than oral or written verbal warnings. For making the posters more effective, following points should be taken into consideration are follows:

- The burden of communication should be put on the picture. The caption or slogan should not be more than two or three words.
- Posters should be displayed at different locations in order to make a greater impact on the audience.
- The posters should be well-designed and artistic and should have great visual appeal.
- Proper attention to the color scheme of the posters should be provided as per the nature of the message.

Examples of communication by posters are posters are used to advertise films, products, e.g. Along with making public appeals of all kinds; family welfare program and family planning have been widely known in countries. Through displayed of posters in the backward areas, gives the messages like “Save Water” or “Save Oil” etc.

## **12. Communication by Colors:**

In communication by colour, the use of colours is a visual, non-verbal communication. We use colours in our clothing in our home for decoration, etc. Colours play an important role in our life. In communication by colour, colours have psychological effect. Light colours are thought to be the colours of sophisticated while, bright gaudy colours are worn by good-for-nothing people or youngsters. Light colours are sober colours while, shiny colours are said to be indicative of aggressive, passionate persons. In communication by colour, colour tells us about people and their culture. In offices, banks, various colour papers are used for different kinds of requirements, e.g. Bank uses distinctive colour papers for preparing withdrawal slips or paying in slips. Colours also help in labelling extremely small objects or very large ones. The only disadvantage of communication by colours is that the partially colour blind people do not get the right messages. Examples of communication by colours are follows:

Colours are used to give messages,

- Black for death,

- White for purity,
- Red for danger, green for safety,
- White pigeons are released to send the message of peace and harmony etc.

### **13. Communication by Silence:**

In communication by silence, we can communicate with the help of silence. There are glowing tributes paid by pronounced authors to the significance of silence. Thomas Carlyle's "speech is great, but silence is greater" or the old saying, "speech is silver, but silence is golden 'or' silence speaks louder than words," are the best examples. Silence can be used to express consent, disagreement, indifference, appreciation or withdrawals. Examples of communication by silence are follows:

In many situations, silence can be a very effective method of communication.

- When an employer asks for a rise in salary, and the boss remains silent it means that the raise has been refused.
- When a boss questions a particular employee, "were you were absent yesterday," and the employee keeps quite it means that he has replied to the affirmative.
- When your friend is angry with you, he may choose to be to be silent, a person who is worried or sad may not like to say anything. His behavior and facial expressions are enough to convey his thoughts and feeling.

### **Impact of Body Language in Tourism Industry:**

Body language is the most important part of communication. It is used by everyone living on earth. Sometimes, it is the only mode of communication used by any person. A person who is travelling to any other nation but doesn't know that country's language uses body language to communicate. Body language meaning differs from country to country sometimes, it may create problem when we use such body parts as communication which has abusive meaning another nation.

Body language is a significant aspect of modern communications and relationships. Body language is therefore very relevant to management and leadership and to all aspects of work and business where communications can be seen and physically observed people.

### **Body languages goes both ways:**

- Your own language reveals your feelings and meanings to others.
- Other people's body language reveals their feelings and meaning to you.

Body language is an important part of communication which can constitute 50% or more of what we are communicating. If you wish to communicate well, then it makes sense to understand how you can use your body to say what you mean.

Body language comes in clusters of signals and postures, depending on the internal emotions and mental states. A number of core patterns in body language can be identified that include clusters of movements:

Crossing, Expanding, Moving away, moving forward, Opening, Preening, and Repeating, Shaping, Striking and Touching. You can send signals with individual parts of the body as well as in concert. Here's details of the contributions of each part of the body.

- **Head:** Face, Cheek, Chin, Mouth, Lips, Teeth, Tongue, Nose, Eyes, Eyebrow, Forehead, Hair.
- **Arm:** Elbow, Hand, Finger.
- **Legs:** Thigh, Knee, Foot.
- **Torso:** Neck, Shoulder, Chest, Back, Belly, Bottom, Hips.

#### **Advantages of Body Language:**

- (i) Body language is the most easily visible aspect of communication. It, therefore, helps the receiver of the message in decoding the message.
- (ii) Body language complements verbal communication. Especially in face-to-face communication, no message can be completely sent across without the accompaniment of facial expressions and gestures. It helps in establishing rapport.
- (iii) Body language adds intensity to the process of communication. In the absence of any gestures, change of posture, proper eye contact any face-to-face communication will look bland or insipid.
- (iv) Because people care for body language it goes a long way to improve the overall atmosphere and looks of the organisation. A resourceful manager can make very effective use of it.

#### **Disadvantages of Body Language**

- (i) Sine it is non-verbal communication, relying on facial expressions, gestures, etc., it cannot be wholly relied on. Words written or spoken can be taken seriously, but body language cannot always be taken seriously.
- (ii) People belonging to different cultural backgrounds send out different body signals. They are, therefore, liable to be misinterpreted. One has, therefore, to be very careful in their use and understanding.

- (iii) Facial expressions, gestures, postures, etc. become ineffective if the listener is inattentive, it, therefore, requires extra care in getting the right message.
- (iv) Use of body language is not very effective in large gatherings. It is effective in face-to-face situations that means there are just two or a small number of participants in the communication situation.

### **Impacts of Body Language in Tourism Industry:**

#### **(i) Effect of Body Language on Personal Selling in Tourism Industry:**

You make your first impression upon someone quickly -- within seven to 30 seconds of meeting them. It's easier to make a good first impression than to correct a negative impression. A first impression is primarily dependent upon your nonverbal signals. To make a favorable first impression, you must use your body language to your advantage.

#### **Apply these tips to make a favourable first impression:**

1. Focus on the person. Make and maintain appropriate eye contact. People tend to believe people who will look them in the eye. Don't stare them down, and don't use "rabbit eyes" that flit about the room. Your attention is directed where you look. So the other person may conclude that you are not paying attention to him or her if you're looking elsewhere.
2. Monitor your vocal quality. Watch your tonality and the words you emphasize. Make sure your voice conveys confidence and credibility. Avoid hesitant speech patterns.
3. Match your words with your body language. If your words and body language send different messages, people will usually believe your body language. Be aware of possible incongruities and mismatches. Make sure your facial expressions match your words.
4. Pay attention to your posture. Think tall. Center your upper body over your hips. Tuck in your stomach, and hold your shoulders back. Imagine that a string is pulling upward from the top of your head. Stand evenly on both feet. And, did I mention, relax? And, avoid crossing your feet or legs while you stand because others may see you as mousy.
5. Avoid commando postures. Avoid putting your hands on your hips or clasping your hands behind your head. These postures may convey disapproval, superiority or arrogance to others.

6. Watch your movements. Walk briskly with an easy stride. Avoid fidgeting with your hands or bringing your hands to your face. When moving, usually less is more. Excessive movements may signal nervousness, jitteriness or flightiness. Confident people are slower and more controlled with movements.

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# Unit-04

## Listening

### Introduction:

Listening is the ability to accurately receive and interpret messages in the communication process. Listening is key to all effective communication. Without the ability to listen effectively, messages are easily misunderstood. As a result, communication breaks down and the sender of the message can easily become frustrated or irritated. If there is one communication skill you should aim to master, then listening is it. Listening is so important that many top employers provide listening skills training for their employees. This is not surprising when you consider that good listening skills can lead to better customer satisfaction, greater productivity with fewer mistakes, and increased sharing of information that in turn can lead to more creative and innovative work.

Many successful leaders and entrepreneurs credit their success to effective listening skills.

**Richard Branson** frequently quotes listening as one of the main factors behind the success of Virgin. Effective listening is a skill that underpins all positive human relationships.

Listening is the act of hearing attentively. Research shows that 45% of our time is spent on listening. We listen more than speak. If this listening skill is used in a proper way we can master the tools of communicative skills. Listening is difficult, as human mind tends to distract easily. A person who controls his mind and listens attentively acquires various other skills and is benefited.

Listening skill can be defined as, “Listening is the act of hearing attentively”. It is also a process similar to reading which should possess knowledge of phonology, syntax, semantics and text understanding.

**Thomlison (1984)** defines listening as, “Active listening, which is very important for effective communication”. Listening can be also defined as, “More than just hearing and to understand and interpret the meaning of a conversation”.

Listening skill makes you successful in workplace, family and in the society. Good listening skill is mandatory to get into a profession in communications, management, planning, sales, etc. Listening skills involve a different set of etiquettes, questioning for explanation, showing empathy and providing a suitable response. Good listening skills include the understanding ability. Body language is also a part of listening skill. Eye contact with the speaker, sitting straight and alert are the good gestures of a good listener.

### **Significance of Effective Listening:**

The importance of listening extends far beyond academic and professional settings. Understanding how to practice good communication even in your day to day life, among friends, family, and significant others, is important for a number of reasons: fostering good self-esteem, maximizing productivity, improving relationships, and even becoming a better speaker. It's easy to mistake listening as a simple, passive task, but it requires more than just the ability to absorb information from someone else. Listening is a process, and an active one. Listening should not be taken for granted. Before the invention of writing, people conveyed virtually all knowledge through some combination of showing and telling. Elders recited tribal histories to attentive audiences. Listeners received religious teachings enthusiastically. Myths, legends, folktales, and stories for entertainment survived only because audiences were eager to listen. Nowadays, however, you can gain information and entertainment through reading and electronic recordings rather than through real-time listening. If you become distracted and let your attention wander, you can go back and replay a recording. Despite that fact, you can still gain at least four compelling benefits by becoming more active and competent at real-time listening.

#### **You Become a Better Student**

When you focus on the material presented in a classroom, you will be able to identify not only the words used in a lecture but their emphasis and their more complex meanings. You will take better notes, and you will more accurately remember the instructor's claims, information, and conclusions. Many times, instructors give verbal cues about what information is important, specific expectations about assignments, and even what material is likely to be on an exam, so careful listening can be beneficial.

#### **You Become a Better Friend**

When you give your best attention to people expressing thoughts and experiences that are important to them, those individuals are likely to see you as someone who cares about their well-being. This fact is especially true when you give your attention only and refrain from interjecting opinions, judgments, and advice.

#### **People Will Perceive You as Intelligent and Perceptive**

When you listen well to others, you reveal yourself as being curious and interested in people and events. In addition, your ability to understand the meanings of what you hear will make you a more knowledgeable and thoughtful person.

#### **Good Listening Can Help Your Public Speaking**

When you listen well to others, you start to pick up more on the stylistic components related to how people form arguments and present information. As a result, you have the ability to analyze what you think works and doesn't work in others' speeches, which can help you transform your speeches in the process. For example, really paying attention to how others cite sources orally during their speeches may give you ideas about how to more effectively cite sources in your presentation.

### **Active Listening:**

Active listening is a skill that can be acquired and developed with practice. However, active listening can be difficult to master and will, therefore, take time and patience to develop. 'Active listening' means, as its name suggests, actively listening. That is fully concentrating on what is being said rather than just passively 'hearing' the message of the speaker. Active listening involves listening with all senses. As well as giving full attention to the speaker, it is important that the 'active listener' is also 'seen' to be listening - otherwise the speaker may conclude that what they are talking about is uninteresting to the listener. Interest can be conveyed to the speaker by using both verbal and non-verbal messages such as maintaining eye contact, nodding your head and smiling, agreeing by saying 'Yes' or simply 'Mmm hmm' to encourage them to continue. By providing this 'feedback' the person speaking will usually feel more at ease and therefore communicate more easily, openly and honestly.

Listening is not something that just happens (that is hearing), listening is an active process in which a conscious decision is made to listen to and understand the messages of the speaker.

Listeners should remain neutral and non-judgmental, this means trying not to take sides or form opinions, especially early in the conversation. Active listening is also about patience - pauses and short periods of silence should be accepted.

Listeners should not be tempted to jump in with questions or comments every time there are a few seconds of silence. Active listening involves giving the other person time to explore their thoughts and feelings, they should, therefore, be given adequate time for that.

Active listening not only means focusing fully on the speaker but also actively showing verbal and non-verbal signs of listening.

Generally speakers want listeners to demonstrate 'active listening' by responding appropriately to what they are saying. Appropriate responses to listening can be both verbal and non-verbal, examples of which are listed below:

## **Signs of Active Listening:**

### **Non-Verbal Signs of Attentive or Active Listening:**

This is a generic list of non-verbal signs of listening, in other words people who are listening are more likely to display at least some of these signs. However these signs may not be appropriate in all situations and across all cultures.

#### **Smile:**

Small smiles can be used to show that the listener is paying attention to what is being said or as a way of agreeing or being happy about the messages being received. Combined with nods of the head, smiles can be powerful in affirming that messages are being listened to and understood.

#### **Eye Contact:**

It is normal and usually encouraging for the listener to look at the speaker. Eye contact can however be intimidating, especially for more shy speakers – gauge how much eye contact is appropriate for any given situation. Combine eye contact with smiles and other non-verbal messages to encourage the speaker.

#### **Posture:**

Posture can tell a lot about the sender and receiver in interpersonal interactions. The attentive listener tends to lean slightly forward or sideways whilst sitting. Other signs of active listening may include a slight slant of the head or resting the head on one hand.

#### **Mirroring:**

Automatic reflection/mirroring of any facial expressions used by the speaker can be a sign of attentive listening. These reflective expressions can help to show sympathy and empathy in more emotional situations. Attempting to consciously mimic facial expressions (i.e. not automatic reflection of expressions) can be a sign of inattention.

#### **Distraction:**

The active listener will not be distracted and therefore will refrain from fidgeting, looking at a clock or watch, doodling, playing with their hair or picking their fingernails.

## **Verbal Signs of Attentive or Active Listening:**

### **Positive Reinforcement:**

Although a strong signal of attentiveness, caution should be used when using positive verbal reinforcement. Although some positive words of encouragement may be beneficial to the speaker the listener should use them sparingly so as not to distract from what is being said or place unnecessary emphasis on parts of the message. Casual and frequent use of words and phrases, such as: 'very good', 'yes' or 'indeed' can become irritating to the speaker. It is usually better to elaborate and explain why you are agreeing with a certain point.

### **Remembering:**

The human mind is notoriously bad at remembering details, especially for any length of time. However, remembering a few key points, or even the name of the speaker, can help to reinforce that the messages sent have been received and understood – i.e. listening has been successful. Remembering details, ideas and concepts from previous conversations proves that attention was kept and is likely to encourage the speaker to continue. During longer exchanges it may be appropriate to make very brief notes to act as a memory jog when questioning or clarifying later.

### **Questioning:**

The listener can demonstrate that they have been paying attention by asking relevant questions and/or making statements that build or help to clarify what the speaker has said. By asking relevant questions the listener also helps to reinforce that they have an interest in what the speaker has been saying.

### **Reflection:**

Reflecting is closely repeating or paraphrasing what the speaker has said in order to show comprehension. Reflection is a powerful skill that can reinforce the message of the speaker and demonstrate understanding.

### **Clarification:**

Clarifying involves asking questions of the speaker to ensure that the correct message has been received. Clarification usually involves the use of open questions which enables the speaker to expand on certain points as necessary.

### **Some Do's and Don'ts for Listener:**

#### **Some Do's for Listeners:**

1. Keep quiet while listening.
2. Focus on what the speaker says rather than on his looks.
3. Control and screen out the distractions.
4. Show interest in the speaker.
5. Be friendly and patient towards the speaker.
6. Listen first and take notes and afterwards.
7. Look for the main theme and main ideas.
8. Let the speaker finish whatever he has to say without interrupting him.
9. Find an area of interest in the speech.
10. Try to repeat the key-ideas during the slow and long speeches.
11. Avoid pondering on a single point.
12. Keep your mind open to every subject and speaker.
13. Choose a quiet place to listen, if possible.
14. Arrive early at the place of a seminar, lecture, talk for meeting.
15. Empathise with the speaker and try to understand his opinions, views and values.
16. Try to probe the emotions and feelings of the speaker.
17. Seek out difficult speech presentations to challenge your listening skills.
18. Observe the non-verbal signals, the body movements, facial expressions and gestures.
19. Try to look into the eyes of the speaker.
20. Try to relate the speaker's message with your personal experience.
21. Try to evaluate the speaker's message objectively.
22. Try to enrich your vocabulary so that you may understand the exact shade of meaning conveyed by the words of the speaker.
23. Accept criticism without losing your temper.
24. Communication feedback to the speaker. Ask questions which may encourage the speaker.
25. Remember that God has given you two ears and one tongue.

#### **Some Don'ts for Listeners:**

1. Don't interrupt the speaker.
2. Don't be impatient towards the criticism in the speech.
3. Don't be distracted by the audio-visual noise.

4. Don't be involved in daydreaming during listening.
5. Don't lose interest in the speaker and his speech.
6. Don't just pretend to pay attention.
7. Don't focus on the dress and appearance of the speaker.
8. Don't be late at the place of meeting or lecture.
9. Don't think too much about a single point.
10. Don't be closed-minded.
11. Don't hesitate to give oral or non-verbal feedback.
12. Don't listen to several people at a time.
13. Don't read your mail and don't entertain telephone calls while you listen to someone's speech.
14. Don't discourage the speaker by openly contradicting his statements or by pointing out his pretty grammatical mistakes.
15. Don't be in the state of emotional excitement.
16. Don't listen with negative attitude towards the speaker.
17. Don't show your lack of interest in the speech.
18. Don't try to outline every factual detail.

### **Obstacles of Effective Listening:**

Poor listening skills result in ineffective communication, which will usually have an adverse impact on the productivity of the individual, the team and the organization. Here you can find about ten barriers to effective listening and get tips for dealing with them. Effective communication is a valuable skill in the workplace, and listening properly is the most important part of effective communication. Poor listening skills definitely make a huge, negative impact on team morale and productivity. This situation usually results in conflicts and misunderstandings among team members, and it creates a negative environment.

Fortunately, listening skills can be learned. The first step is to identify the barriers to listening. The second step is to consciously implement the tips provided here to overcome those barriers.

#### **1. Excessive Talking:**

Good conversational skills are an asset, and a person with these skills are more likely to achieve professional success. However, talking more than necessary is a barrier to effective communication. People hesitate to interact with a person who talks excessively without listening to them. They may also get bored, and excessive talking may be perceived as aggression. Try these tips to overcome this habit:

- Think before you speak, and don't speak if you have nothing important to contribute.
- Practice self-control. Allow the other person to speak.
- Avoid interrupting when the other person is speaking.
- Be aware of indulging in useless talk for the sake of talking.
- Be brief while conveying your thoughts.
- Observe your listener's reactions while speaking.

## **2. Prejudice:**

Prejudice is a preconceived opinion of feeling, which is usually irrational. Prejudice is very dangerous and has the potential to bring animosity into the team and to break team spirit. The reason for a prejudice may be the speaker's race, religion, age or appearance. A prejudiced person will not make any effort to listen and understand.

Overcoming prejudice while listening:

- Respect the other person for his or her knowledge and skills, irrespective of the person's background.
- Make conscious efforts to take charge of your thoughts.
- Consciously avoid taking an "I know what he or she is going to say" attitude while the other person is speaking.

## **3. Distractions:**

The four main types of distractions are physical, mental, auditory and visual. Here's how to avoid this common barrier:

- Face the person who is speaking.
- Maintain eye contact while the other person is speaking.
- Ensure that you are comfortable.
- Switch off the cell phone.

## **4. Expecting Others to Share Your Personal Beliefs and Values:**

Everybody has their own personal beliefs and value systems, and it's natural to want to apply them to others around us. Learn to appreciate that others don't have to share your beliefs. In fact, their unique perspectives may shine light on problems and issues that you haven't been able to deal with before!

## **5. Misunderstanding:**

The inability to hear correctly is one of the many reasons for misunderstanding what a speaker is trying to communicate. You may think that it's impolite to ask the speaker to clarify his words or intentions, but that's not the case at all. Most people will appreciate the fact that you are making a focused effort to really understand what they are trying to say.

## **6. Interrupting:**

Interrupting a conversation with improper body language or inappropriate words will have a negative impact in effective communication. Here's some tips to help you avoid this barrier to effective listening:

- Listen without interrupting while the other person is speaking.
- If you seek to clarify something, use appropriate body language such as raising your hand or ask politely for more details (like "I am sorry to interrupt you...").

## **7. Faking Attention:**

The person who is faking attention is just "hearing" but not "listening." There may be some eye contact and the person may even be nodding, but the mind is elsewhere. The person may be thinking about what to have for lunch or what to wear for the party that evening. Faking attention is a habit for some people, but it conveys lack of respect and dishonesty.

Try these tips:

- Make it a habit to listen attentively. It is advisable to assume that the other person knows something that you may not know.
- Avoid thinking about how to reply when the other person is speaking.
- This habit can be overcome by taking notes while the other person is speaking.

## **8. Bringing in Emotions:**

Emotions erect barriers to effective communication. A listener's senses are not likely to be functioning at their optimum level when he or she is angry. Likewise, it is not possible to understand or appreciate what the speaker is saying if the listener is excessively sad.

Tip: It is better to avoid conversations when you are angry or excessively sad.

## **9. Noise:**

Noise is any unwanted sound. It is a great impediment to clear communication. It is impossible to listen in a noisy environment – it becomes a frustrating experience for both the speaker and the listener.

- Try to avoid conversations in noisy surroundings.
- Eliminate the source of noise whenever possible. Turn off cell phones, radios and television sets.

## **10. Fear:**

Fear is a great barrier to listening. People who are afraid during a conversation are not likely to listen. They become defensive and tend to argue.

Tips to overcome fear:

- Be aware that fear can only worsen the situation. Listen to what the other person is about to say without fear.
- Keeping calm will give you mental strength to face any situation.
- Taking a deep breath helps in overcoming fear.

Great leaders are good listeners. Effective listening is a valuable skill that helps team members achieve their goals efficiently and improves productivity. This skill is necessary to stay competitive in the current global scenario. Implementing the above mentioned tips will definitely help in improving listening skills. It is possible with self-examination and self-discipline.

### **Guidelines for Effective Listening:**

In today's high-tech, high-speed, high-stress world, communication is more important than ever, yet we seem to devote less and less time to really listening to one another. Genuine listening has become a rare gift—the gift of time. It helps build relationships, solve problems, ensure understanding, resolve conflicts, and improve accuracy. At work, effective listening means fewer errors and less wasted time. At home, it helps develop resourceful, self-reliant kids who can solve their own problems. Listening builds friendships and careers. It saves money and marriages. Following are major guidelines for Effective Listening:

#### **Step 1: Face the speaker and maintain eye contact:**

Talking to someone while they scan the room, study a computer screen, or gaze out the window is like trying to hit a moving target. How much of the person's divided attention you are actually getting? Fifty percent? Five percent? If the person were your child you might demand, "Look at me when I'm talking to you," but that's not the sort of thing we say to a lover, friend or colleague. In most Western cultures, eye contact is considered a basic ingredient of effective communication. When we talk, we look each other in the eye. That doesn't mean that you can't carry on a conversation from across the room, or from another room, but if the conversation continues for any length of time, you (or the other person) will get up and move. The desire for better communication pulls you together. Do your conversational partners the courtesy of turning to face them. Put aside papers, books, the phone and other distractions. Look at them, even if they don't look at you. Shyness, uncertainty, shame, guilt, or other emotions, along with cultural taboos, can inhibit eye contact in some people under some circumstances. Excuse the other guy, but stay focused yourself.

**Step 2: Be attentive, but relaxed:**

Now that you've made eye contact, relax. You don't have to stare fixedly at the other person. You can look away now and then and carry on like a normal person. The important thing is to be attentive. The dictionary says that to "attend" another person means to:

- be present
- give attention
- apply or direct yourself
- pay attention
- remain ready to serve

Mentally screen out distractions, like background activity and noise. In addition, try not to focus on the speaker's accent or speech mannerisms to the point where they become distractions. Finally, don't be distracted by your own thoughts, feelings, or biases.

**Step 3: Keep an open mind:**

Listen without judging the other person or mentally criticizing the things she tells you. If what she says alarms you, go ahead and feel alarmed, but don't say to yourself, "Well, that was a stupid move." As soon as you indulge in judgmental bemusements, you've compromised your effectiveness as a listener. Listen without jumping to conclusions. Remember that the speaker is using language to represent the thoughts and feelings inside her brain. You don't know what those thoughts and feelings are and the only way you'll find out is by listening. Don't be a sentence-grabber. Occasionally my partner can't slow his mental pace enough to listen effectively, so he tries to speed up mine by interrupting and finishing my sentences. This usually lands him way off base, because he is following his own train of thought and doesn't learn where my thoughts are headed. After a couple of rounds of this, I usually ask, "Do you want to have this conversation by yourself, or do you want to hear what I have to say?" I wouldn't do that with everyone, but it works with him.

**Step 4: Listen to the words and try to picture what the speaker is saying:**

Allow your mind to create a mental model of the information being communicated. Whether a literal picture, or an arrangement of abstract concepts, your brain will do the necessary work if you stay focused, with senses fully alert. When listening for long stretches, concentrate on, and remember, key words and phrases. When it's your turn to listen, don't spend the time planning what to say next. You can't rehearse and listen at the same time. Think only about what the other person is saying. Finally, concentrate on what is being said, even if it bores you. If your thoughts start to wander, immediately force yourself to refocus.

### **Step 5: Don't interrupt and don't impose your "solutions:"**

Children used to be taught that it's rude to interrupt. I'm not sure that message is getting across anymore. Certainly the opposite is being modeled on the majority of talk shows and reality programs, where loud, aggressive, in-your-face behavior is condoned, if not encouraged.

Interrupting sends a variety of messages. It says:

- "I'm more important than you are."
- "What I have to say is more interesting, accurate or relevant."
- "I don't really care what you think."
- "I don't have time for your opinion."
- "This isn't a conversation, it's a contest, and I'm going to win."

We all think and speak at different rates. If you are a quick thinker and an agile talker, the burden is on you to relax your pace for the slower, more thoughtful communicator—or for the guy who has trouble expressing himself?

When listening to someone talk about a problem, refrain from suggesting solutions. Most of us don't want your advice anyway. If we do, we'll ask for it. Most of us prefer to figure out our own solutions. We need you to listen and help us do that. Somewhere way down the line, if you are absolutely bursting with a brilliant solution, at least get the speaker's permission. Ask, "Would you like to hear my ideas?"

### **Step 6: Wait for the speaker to pause to ask clarifying questions:**

When you don't understand something, of course you should ask the speaker to explain it to you. But rather than interrupt, wait until the speaker pauses. Then say something like, "Back up a second. I didn't understand what you just said about..."

### **Step 7: Ask questions only to ensure understanding:**

At lunch, a colleague is excitedly telling you about her trip to Vermont and all the wonderful things she did and saw. In the course of this chronicle, she mentions that she spent some time with a mutual friend. You jump in with, "Oh, I haven't heard from Alice in ages. How is she?" and, just like that, discussion shifts to Alice and her divorce, and the poor kids, which leads to a comparison of custody laws, and before you know it an hour is gone and Vermont is a distant memory. This particular conversational affront happens all the time. Our questions lead people in directions that have nothing to do with where they thought they were going. Sometimes we work our way back to the original topic, but very often we don't.

When you notice that your question has led the speaker astray, take responsibility for getting the conversation back on track by saying something like, "It was great to hear about Alice, but tell me more about your adventure in Vermont."

**Step 8: Try to feel what the speaker is feeling:**

If you feel sad when the person with whom you are talking expresses sadness, joyful when she expresses joy, fearful when she describes her fears—and convey those feelings through your facial expressions and words—then your effectiveness as a listener is assured. Empathy is the heart and soul of good listening.

To experience empathy, you have to put yourself in the other person's place and allow yourself to feel what it is like to be her at that moment. This is not an easy thing to do. It takes energy and concentration. But it is a generous and helpful thing to do, and it facilitates communication like nothing else does.

**Step 9: Give the speaker regular feedback:**

Show that you understand where the speaker is coming from by reflecting the speaker's feelings. "You must be thrilled!" "What a terrible ordeal for you." "I can see that you are confused." If the speaker's feelings are hidden or unclear, then occasionally paraphrase the content of the message. Or just nod and show your understanding through appropriate facial expressions and an occasional well-timed "hmmm" or "uh huh."

**How to Become a Good Listener:**

Being a good listener can help you to see the world through the eyes of others. It enriches your understanding and expands your capacity for empathy. It also increases your contact with the outside world by helping you improve your communication skills. Good listening skills can provide you with a deeper level of understanding about someone's situation, and helps to know what words are best to use or which words to avoid. As simple as listening (and acknowledging) may seem, doing it well, particularly when disagreements arise, takes sincere effort and lots of practice. If you want to know how to be a good listener, read the following points carefully:

**1. Remove or avoid distractions:**

If you are going to converse with someone (or several people), then take a moment to anticipate possible distractions and remove them. Turn off your cell phone and put it away. Turn your computer off or turn off the sound so you can't hear emails and notifications coming in. Turn off the TV, radio, or any other device that could be distracting. If someone needs to speak to you, and you're in the middle of a project or task, either ask them to wait until you're done, or stop what you're doing to listen. Multi-tasking doesn't allow for true listening. If you're in a social setting, and you are speaking one-on-one with someone, try to step aside to a quiet space where you won't be pulled away or interrupted by other people.

Definitely don't look over the other person's shoulder while they're talking to see who else is in the room.

## **2. Watch for non-verbal communication and tone of voice:**

Hearing someone's words is just a small part of being a good listener. We communicate far more through our expressions, body language, and tone of voice.

When you are listening to someone, also watch them carefully. Are their arms crossed defensively, or are they sitting in an open, confident manner? Are they saying, "Everything's fine" with their words, but their face looks pinched and anxious?

Also, listen to how they present what they have to say. Do they sound tired, depressed, enthusiastic, confused? Are they mumbling, talking too loudly, or stating everything as though it were a question?

Learn the art of reading what people are really saying beyond their words. This can help you be more compassionate and understanding of people — and it can help you avoid getting involved with someone who appears deceitful, disinterested, or controlling.

## **3. Be the mirror:**

A great technique for active listening is mirroring the person you are listening to. Without appearing to mimic them, try to reflect back their same tone of voice and speech pattern. You can also mirror their gestures and body language. Mirroring helps build rapport with the other person, and it encourages the feeling that you share similar attitudes and ideas. You can also reflect the concept or ideas you just heard communicated from the other person to reinforce that you understood and heard what they said. This is particularly important in your intimate relationships or in conflict situations. For example, the other person might say, "I feel really hurt when you don't help me clean up after dinner." You might summarize and restate, "So what I'm hearing you say is that when I don't help you clean up, it causes you pain." You reflect words back to show you understood them correctly and that you care what was communicated.

## **4. Empathize, sympathize, and show interest:**

You can show your interest and connection in a conversation through your own expressions, body language, and words.

Nod in agreement to show you are engaged and listening. Lean forward toward the other person. Smile or show concern appropriately. Offer words of affirmation and kindness. Give a hand squeeze or a warm touch on the shoulder to show empathy.

These subtle communications speak volumes about your level of engagement, concern, and interest.

## **5. Practice silence:**

Sometimes the very best way to listen is to allow a space of silence in the conversation. A verbal response isn't always necessary, and this space of silence invites the speaker to offer more of what they are thinking and feeling.

It's uncomfortable to sit in silence for more than a few seconds, but push past the discomfort and just sit with it. Sometimes the most powerful connections are made in that silent space.

## **6. Ask probing questions:**

As a coach, I use powerful questions frequently with my clients to help them uncover answers and solutions for themselves. I use open-ended questions that require more than a “yes” or “no” response. Open-ended questions invite deeper insight and discourse between the two of you. Simply the act of asking a probing question as a follow-up to a comment shows the other person you are paying attention and interested. Be sure your questioning doesn't become an interrogation. You want to listen more than you question, but when you do ask a question, it should be well-timed and non-threatening. Something as simple as, “Can you tell me more about that?” is enough to show you are really listening.

## **7. Don't interrupt or change the subject:**

If you want to be a good listener, you need to allow the speaker to complete a thought without interrupting them. You've probably encountered people who frequently interrupt, take over the conversation, and use the audience as a platform for talking about themselves or sharing their knowledge or expertise. Even if they are doing this unconsciously, it feels as though they haven't heard a word you've said — or that they don't really care about what you have to say.

Before you interject your response or make your case, be sure the other person is finished speaking. Allow for a pause in the conversation long enough to ensure it's your turn to talk. Also, don't leave the speaker hanging out there with a conversation topic they've started by abruptly changing the subject. Offer a response or an additional thought to the topic before you move on to something you want to talk about.

## **8. Think before responding:**

When it is your time to speak, let your words be a reflection of your careful listening. If you are truly engaged in what the other person is saying, then you aren't focused on what you want to say. So rather than blurting out the first thing that comes to mind, take a moment to think about your response and what you want to offer. If your opinion is solicited, be sure you reflect carefully on what you just heard so you can offer a well-considered reply.

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## Unit - 05

### Public Speaking, Interview Skills:

#### **Public Speaking:**

#### **Selection of the Topic:**

Selecting a topic for a speech can be overwhelming. You may feel that you have an infinite amount of topics to choose from, but there are a few strategies that can help narrow down your choices. To select the perfect topic for a speech, you have to consider your knowledge and interests as well as your audience and purpose. If you want to know how to select a topic for a speech that will give you a standing ovation, just follow these steps.

**1. Consider the occasion.** The occasion for the speech can go a long way in helping you determine the topic. Your speech topic will vary depending on whether the occasion is celebratory, just plain fun, solemn, or professional. Here are a few ways that the occasion can help influence your speech topic:

- If the occasion is solemn, such as a funeral or memorial service, then your topic should be serious and relevant to the occasion.
- If the occasion is fun, such as a toast at a bachelor party, then it's time to bring out the fun anecdotes and stories and to make people laugh -- not to share your passion for coin collecting.
- If the occasion is celebratory, like a wedding, then you need to provide some light-hearted humor as well as some serious and sentimental points.
- If the occasion is professional, then you need to stick to a professional topic, such as website design, and not focus on your personal experiences.

**2. Consider your purpose.** Your purpose is related to the occasion and is the goal you want to achieve through your speech. Your purpose can be to inform, persuade, or just to entertain your audience. A speech can have a variety of purposes, but it's important to be acquainted with the most common purposes:

- To inform. To inform your audience, you'll need to provide relevant facts and details about a subject that reveals information that allows your audience to see an ordinary subject in a more complicated light, or to learn about a completely foreign subject.
- To persuade. To persuade your audience, you'll need to use rhetorical techniques, metaphors, and convincing evidence from experts to show them that they should do

something, whether it's to elect you for office, recycle more, or take the time to volunteer in their communities.

- To entertain. To entertain your audience, you'll need to draw on personal or anecdotal examples, tell funny stories, show off your wit, and make your audience crack up, even if you're communicating an underlying serious message.
- To celebrate. If you're celebrating a specific person or event, you'll need to show your audience what makes that person or thing so special, and to garner enthusiasm for your subject.

**3. Know which topics to avoid.** If you want to select a topic that suits your purpose and is relevant to the occasion, then you should eliminate a variety of topics before you even start brainstorming ideas. This will make it easier for you not to offend or just bore your audience as you move forward with your ideas. Here are a few things to consider as you cross those potential topics off your list:

- Don't pick anything so complicated that it would be impossible to inform your audience. If you pick something so complex that it can't be explained in a short amount of time or without pages of charts or diagrams, then you will lose your audience.
- Don't pick something that's so simple that your audience could understand it in just a minute or two. If your topic is so basic that you'll only be repeating yourself after you've said just a few sentences, then you'll lose your audience's interests as well. You want to keep your audience members on their toes, not knowing what to expect next.
- Don't pick anything that's too controversial. Unless you're at a convention for controversial speeches, it's best to avoid topics that are too controversial, like abortion or gun control. Of course, if your goal is to persuade your audience to agree with one side of these issues, then you should go ahead with your speech, but know that you may lose many people before you begin.
- Don't pick anything that doesn't fit the mood of the audience. If it's a celebratory occasion, don't give a dry speech about irrigation; if it's a professional occasion, don't give an emotional speech about how much you love your mother.

**4. Consider the knowledge of your audience.** If you want to connect to your audience, then you should consider its knowledge before you select a topic. If you're giving a speech to a group of aspiring writers, then you can comfortably reference other writers

and literary terms; if you're speaking to a group that knows very little about writing, be careful when you make more obscure literary references.

- If you're speaking to a group that is knowledgeable about a topic, then you don't have to waste their time by discussing the most basic aspects of that topic.

**5. Consider the level of education of your audience.** If you're speaking at a conference for young professionals, you can use more complicated terms and elaborate phrases, but if you're delivering a speech to middle school students, you'll have to change your terms and phrasing to connect to your audience.

- You don't want to lose your audience by speaking about something that is completely over their heads, or by delivering content in such a basic way that it sounds condescending.

**6. Consider the needs and interests of your audience.** What would your audience need to know, and what would interest your audience? Put yourself in your audience's shoes and make a list of all of the things the audience would care about; an audience of teenagers would care about very different things from an audience of middle-aged adults.

- Imagine yourself as one of the audience members. If they're teenagers, pretend you're a teenager. Try seeing your topic choice from their perspective. If it bores or overwhelms you, then it won't be the right choice.

**7. Consider the demographics of your audience.** Knowing the age, gender, and race of the members in your audience can help influence your topic. If most of your audience is over the age of 65, then you probably wouldn't talk about current fashion trends on the runway; if most of your audience is under the age of 20, then you wouldn't talk about saving for retirement.

- If there are many more males than females in your audience, for example, then it may be best to pick a gender neutral or male-g geared topic.
- Knowing the race of your audience can help pick a topic. If you have a diverse audience, then something about race relations or diversity can interest your audience, but if you're talking about diversity, interracial marriage, or discrimination against one specific race of people that is not in the audience to an audience that is predominantly of one race, then your discussion may fall flat.
- You should also consider where your audience is from. A certain topic may be more interesting to a person from California than a person from Idaho and vice versa.

- 8. Consider the audience's relationship to you.** If you're giving a speech to friends or family, then you can be more personal than you would if you were giving a speech to an audience of strangers. If you're giving a speech to your employees, your tone would be different than it would be if you were giving a speech to your superiors. Adjust the tone and content of your speech accordingly.
- 9. Pick a topic that you're passionate about.** If you pick something that you're passionate about, then your audience will be able to see and feel your passion. This will also make you much more excited to generate ideas for the speech and to deliver the speech.
  - If you only have a limited amount of options and can't pick anything you're truly passionate about, you should at least pick something that you like or are interested in to make it easier and more enjoyable for you to write and deliver the speech.
- 10. Pick a topic that you're knowledgeable about.** If you're giving a speech at a professional conference, then it's logical that you would pick a topic that you're an expert on so you can give credibility to your speech. But even if you're not delivering a speech in a professional setting or on a particularly complicated topic, you should still pick something you know a lot about, whether it's baseball or your neighborhood. You can even start by making a list of the things you're knowledgeable about, whether it's your family, career, politics, gardening, pets, or travel.
  - You don't have to know every single thing about a topic to deliver a great speech. You can pick something that you're knowledgeable about, and can supplement that job with some careful research.
  - If you're picking a subject you're knowledgeable about but know you'll need to research further, make sure the topic is easy to research. If you pick something fairly obscure, then it may be difficult to find more information about it.
- 11. Pick something that relates to your interests.** It could have to do with literature, movies, sports, foreign languages, or even gender relations. Whatever it is, you may even be able to find a theme that carries through a variety of categories, such as "loss of innocence." Make a list of all of your hobbies and interests and see what would make for an engaging speech topic.
  - You may find a large overlap between the things you're interested in and the things you know.
- 12. Choose something timely.** If there has been a topic that has been in the news again and again, you can use it as an occasion for a speech. It may be something controversial like

gay marriage or gun control, but if the occasion is appropriate, you can give a speech about this current event, offering a nuanced perspective of the situation.

- Read through popular national and local papers, listen to the radio, and watch the news to see what people are talking about and how the public is reacting to these events.
- You can also pick something that is particularly timely for your community. If there has been controversy over a new policy regarding public schools in your neighborhood, you could use it as an occasion for a speech.
- You can pick something that is timely for your audience. If you're addressing high school seniors, you can talk about the next stage of life after graduation, and can bring in any relevant current information from the news.

**13. Choose something that relates to your personal experience.** If the occasion calls for it, you can give a speech about something personal in your life. It could relate to your experiences with your parents, siblings, or friends, to a personal struggle, or a formative episode in your life. Just make sure the information isn't so personal that it makes the audience uncomfortable, or that the subject is so close to you that you can't talk about it without getting emotional.

- Remember that you can add personal information to a topic that doesn't feel so personal; you can discuss an aspect of your career, for example, while throwing in a personal anecdote.

**14. Pick a topic that you have the ability to speak about.** You should be able to deliver a speech about the topic with clarity and conviction. This means that you should feel strongly enough about the topic to inform, persuade, or entertain your audience. It also means that your audience should trust you as an authority on the subject; if you're an only child, you should avoid giving a speech on the importance of having a sibling; if you haven't entered college yet, it may be difficult for you to give a speech on the importance of choosing a major.

- Whatever the topic, you should be able to connect with your audience through the speech. At the end or even during the speech, a little light bulb should go off in your audience's heads, and they should reach a new understanding of your topic. If you don't have the ability to truly connect with your audience about this topic, then pick another one.

## **Audience Analysis:**

### **What is Audience Analysis?**

Audience analysis is the process of examining information about your listeners. That analysis helps you to adapt your message so that your listeners will respond as you wish. In everyday conversations you adapt your message to your audience. For example, if you went to a party the night before, you would explain the party differently to your friends and family. To your best friend you might say, "We partied all night and there were tons of people there." To your mother you might say, "Oh, I had fun with my friends." And to your significant other you might say, "It was fun, I had a great bonding time with my friends." In each of these situations, you are adapting your message to your listening audience.

**There are three phases in audience analysis: adaptation before, during, and after the speech.**

### **I. Audience Analysis - Adapting to your audience before you speak.**

When we analyze our audience, there are three ways to do this; demographic analysis, attitudinal analysis, and environmental analysis.

#### **Examples of Demographic Analysis Questions:**

- What is the age of people in the audience?
- Are there significant cultural differences within the audience?
- What is the educational level of the audience
- How many males and females are there in the audience

### **Demographic Analysis:**

It involves age, gender, culture, ethnicity, race, religion, and educational level. Aristotle noted more than 2,000 years ago that few things affect a person's outlook more than his or her age. As college students we watch the same kinds of shows and listen to the same types of music and have a common history. We all remember "The Office," *Back to the Future*, Lady Gaga, and the Iraq War. These are all things that we have in common. If I were to do a speech about any one of these topics, I know that I may not have to explain who or what to an audience of my own age. Age is a very important factor and can be very helpful in picking a topic.

Gender is another characteristic. It is important to find out the ratio of men to women in the class. Also, make sure that you do not use any sexist language, stereotypes or make jokes about gender. If you were to insult men in front of a class of 12 men, then in most cases these 12 men are not going to listen to you for the rest of your speech. You may have also lost your credibility.

Culture is the shared knowledge, behaviour, attitudes, beliefs, values, and norms of a group. It is very important to be sensitive to students of other culture's feelings. You may do or say something that may offend them. Ethnicity is a person's national or religious heritage. There may be a student from China Town in Chicago, or a student from Little Italy in New York. A person's race is a person's biological heritage. It is important to learn as much as possible about these students before your speech, so you are sure not to offend them or anger them. Another touchy subject is religion. Be very careful when you speak about different religions because people feel very strongly about their beliefs.

And finally, the education background of your listeners can help your choice of vocabulary, language style, and your use of examples. This can help you select and narrow your topic.

- **Attitudinal Analysis:** addresses the audience's attitudes, beliefs, and values.
  - An attitude defines what a person likes or dislikes. When you choose a topic, it is important to find out your audience's attitudes toward the subject. If you are doing a speech on rap, does your audience like rap.
  - A belief is what you believe to be true or false. You may believe that rap is destroying the minds of young teenagers.
  - And a value is "a person's beliefs or standards." You may value the future and the young minds that will be running the future. It is very important to find out before your speech what people's attitudes are about your subject. If you know these three things, it will be much easier to bring your audience to the responses that you want.

#### **Sample Attitudinal Analysis Questions:**

- What are the audience's beliefs, and attitudes, toward the topic?
  - What are the relevant audience values and motives in regard to this topic?
- **Environmental Analysis** is finding out things like the seating arrangement, the number of people likely to attend, and the room lighting. The way the seats are arranged will affect the audience's response. It is also important to know how many people will be there for the

speech. And the way the room is lighted will affect the way the audience responds. If it is dark and the speaker is showing overheads, there will not be conversation. But if the room is light and open, the audience may feel more free to talk. The seating arrangement, the number of people and the room lighting are all factors that will affect the speech.

### **Sample Environmental Analysis Questions:**

- How many will be in the audience?
- How will the seating be arranged?
- Will there be a podium? a microphone?
- Will there be noise and distractions?
- Will I have access to A.V. equipment?

## **II. Audience Analysis - Adapting to your audience as you speak:**

When you are giving your speech you have to adapt to your audience if you can tell they are not listening or paying attention.

### **Some nonverbal audience cues are:**

- Eye Contact- Is your audience looking at you?
- Facial Expression- Are they responsive to your message?
- Restless movement- Are they restless?
- Is there a lot of fidgeting, shuffling, and general body movement?
- Nonverbal responsiveness- DO they respond to your questions? Do they laugh at the right times? Do they nod or shake their heads?
- Verbal Responsiveness- Do they respond verbally when appropriate?

### **If you are not getting a positive response from your audience there are things you can do:**

- Try to talk more to the audience
- Tell a story.
- Use an example.
- Remind your listeners of the motivation.
- Eliminate some boring facts or statistics.
- Use appropriate humour.
- Pause for dramatic effect.
- Ask for feedback or ask questions.
- Remind your audience of your credibility

### **III. Audience Analysis - Analysing your audience after you speak:**

After you speak there are many ways that you can tell how your audience responded to your speech. There are **Nonverbal, Verbal, Survey and Behavioural responses.**

#### **Nonverbal Responses examples:**

- Did the audience applaud? Yes or No
- How did they applaud? Loud or Soft
- What kind of facial expressions did they have? Smiling or Nodding

#### **Verbal Responses - What did the audience say to you after the speech?**

- "Good job!"
- "That was really interesting?"
- "I have a question about."

**Survey Responses** - Conduct a survey and find out what people liked or learned about your speech. This will allow you to gauge your listening results.

**Behavioural Responses** - If your purpose was to persuade your audience to do something, their behaviour after the speech can tell you if you did in fact persuade them. If you were persuading your audience to vote at the next election, you could ask around to see how many people did actually vote.

#### **Researching and Planning the Speech:**

Every public speech requires prepared and formal presentation. The speaker's feelings or attachment with the issue may give intensity to the expression, but it may not result in effectiveness. His deep involvement in a particular issue will simply bring out his passionate and intense feelings about it. Therefore, if the speaker has to ensure the optimum effectiveness, he must prepare and present his speech carefully. He need not consider the occasion of public speech as an ordeal but, on the other hand, it can be considered as a good opportunity to convey his message to others. He may develop inferiority complex to improve and develop his communication skills and communication attitude by trying to concretize on the message which he has to impart. Though the speaker planned carefully and with distinct purpose. The unplanned speech is more likely to lose his credibility. When a businessman has to speak on the business affairs, he must have sufficient knowledge of all the aspects of his business in order to speak confidently about it. He has to plan and organise the introduction, the main ideas, supporting ideas and the conclusion of his speech. Disorganised or poorly organised

speech lowers the audience's opinion of the speaker. Therefore, the speaker has to organise elaborately and practice his speech material carefully

### **Organizing the Speech:**

Organizing your speech effectively helps you provide a clear message for your audience. Every speech includes four key parts: introduction, body, transitions, and conclusion. The body of the speech comprises most of what you'll present: your main points and supporting materials. The working outline, with a rough sketch of your specific purpose, thesis, and initial ideas for main points, guides you in making the final selection of the main points for your speech. As you select and then develop your main points, apply the principles of clarity, relevance, and balance. Your main points must support your specific purpose and clearly indicate the response you want from your audience. In addition, main points must be relevant both to your topic and to one another, and they must be balanced in terms of their relative importance.

Six patterns of organization are commonly used to organize a speech: chronological, spatial, topical, narrative, cause-and-effect, and problem-solution. The chronological pattern orders points in a time-based sequence. The spatial pattern indicates the physical or directional relationship among objects or places. The topical pattern divides a subject into its components or elements. The narrative pattern entails a dramatic retelling of events as a story or series of stories. The cause-and-effect pattern demonstrates how a particular action produces a particular outcome. Finally, the problem-solution pattern describes a problem and then offers possible solutions to the problem. An effective pattern of organization complements your topic, specific purpose, and audience. Transitions link together the elements of your speech. Types of transitions include ordering, reinforcing, contrasting, chronology, causality, and summarizing or concluding. Transitions provide signposts for audience members so they know where you are in your speech. Internal summaries are longer transitions that remind listeners of the points covered previously. Key places to use transitions are between the introduction and the first main point, between main points, and between the last main point and the conclusion. The complete-sentence outline is where you record all the parts of your speech. The most detailed outline you'll produce for your speech, the complete-sentence outline includes your topic, general purpose, specific purpose, thesis, introduction, main points, sub points, conclusion, transitions, and references. You'll revise and rework this outline as you research your speech and identify appropriate supporting materials. Developing this comprehensive outline clearly identifies each bit of information you want to include in your speech and helps you visualize the order of your ideas.

## **Tips for Effective Public Speaking:**

There are few skills that will bring more opportunity into your life than the ability to speak well in public. Below are 12 tips that can make the difference between those speakers who leave a powerful, positive impression and those that are quickly forgotten.

- 1. Speak with an intent to move people to action.** Know what you want your audience to do immediately after hearing your speech. If nobody does anything different than they would have done before you spoke – the value of your speech is zero.
- 2. Start strong with a “grabber”.** A personal story, a quote from an expert or a shocking statistic – something that takes a hold of your audience and gets them hooked and opens their mind to your message. Give the audience a chance to see your personal connection to the topic.
- 3. Structure your material in three sections–** grabber, middle, close. Know your material. Get really interested in the topic. Find good stories.
- 4. Practice. Practice.** Rehearse out loud with all equipment you plan on using. Work to control filler words; Practice, pause and breathe. Use a clock to check your timings and allow time for the unexpected.
- 5. Know the audience.** Try to speak to one or two people in the audience as they arrive – they will be your allies in the audience – it is easier to speak to friends than to strangers.
- 6. Know the setup.** Arrive in good time to check out the speaking area and get practice using the microphone and any visual aids.
- 7. Relax.** Begin with a well prepared grabber. A relevant personal story is a great start. It establishes your credibility. It connects you to the audience and creates the right emotional atmosphere (and calms your nerves).
- 8. Visualize yourself successful.** See yourself at the end of the speech surrounded by people asking questions, visualize the applause.
- 9. Pauses.** Include 3-8 second pauses at key moments – just before key statements or just after a story – this really brings the audience into the speech.
- 10. Don’t apologize–** the audience probably never noticed it.
- 11. Smile.** Look like the content matters to you – if the audience don’t feel that it is important to you, it will be really hard for them to feel that it should be important for them.

**12. Get experience.** Take every opportunity you can get to speak (and listen to other speakers). Prepare well ahead of time. Experience builds confidence, which is the key to effective speaking.

### **Developing Confidence and Overcoming Fear:**

Most people report that giving a speech is their greatest fear. And yet the ability to give a speech is one of the most valued business skills today.

Try these 10 tips to get over your nervousness and to develop confidence while speaking.

- 1. Expect to be nervous:** Even experienced speakers get nervous. Don't try to eliminate your jitters. Turn them into energy you can use to boost your delivery.
- 2. Prepare:** Know what you are going to say – and why you want to say it.
- 3. Practice:** Speak to supportive audiences in small forums where less is at stake – at a staff meeting or a PTA meeting. Join Toastmasters or take a Dale Carnegie course. Work with a coach.
- 4. Breathe:** In the thirty seconds before you begin speaking, take three slow, deep breaths through your nose, filling your belly. As you breathe out, say silently to yourself, “Relax.”
- 5. Rehearse:** Stand up and walk around as you practice out loud. Don't memorize your speech or practice it word for word. Talk it through, point by point. Imagine you're explaining your main ideas to a friend.
- 6. Focus on your audience:** Stage fright is rooted in self-preoccupation. (“How am I doing?” “Am I making any sense?”) Stop focusing on yourself. Focus, instead, on your audience. (“How are you?” “Are you getting this?” “Can you hear me?”)
- 7. Simplify:** Most speakers try to do too much in a speech. Then they worry about leaving something out or losing their train of thought. Aim, instead, to communicate one basic idea. Keep it short and simple.
- 8. Visualize success:** Practice relaxation techniques in the days before your presentation. Lie down or sit comfortably in a quiet place. Breathe slowly. Close your eyes. Imagine your upcoming speaking engagement. Picture yourself speaking with confidence.

- 9. Connect with your audience:** Make the audience your allies. Talk to individuals before your presentation to get to know them. Look them in the eye as you speak to them, one person at a time. When your audience sides with you, your job as a speaker becomes easier.
- 10. Act confident:** People won't see how nervous you are. (They can't tell if your palms are sweating or your knees are knocking or your heart is pounding.) So don't tell them. Smile. Stick your chest out. Look confident, even if you don't feel it.

### **Essential Qualities of a Good Speaker:**

1. Stand erect distributing your weight on both the legs. Do not hold onto the mike or to the podium for support.
2. Have a good posture and appearance. Do not lean on the podium.
3. Be confident, relaxed and energetic. Do not play with your clothes or fingers.
4. Wear clothes that befit the occasion.
5. Convey sincerity, conviction and enthusiasm for the subject.
6. Begin the speech, after passing for a few seconds, looking over the audience.
7. Open the speech with a striking, catchy introduction looking into the eyes of the audience.
8. Have a conversational tone.
9. Establish eye contact with the audience.
10. Use gestures to emphasize and clarify your points.
11. Allow your hands, to fall naturally to your sides, when not gesturing.
12. Have enough voice projection.
13. Modulate your voice.
14. Speak at moderate speed. Do not rush through.
15. Pause before and after important ideas.
16. Have pleasant mannerisms.
17. Do not read your speech.
18. Manage time.
19. Close the speech with a striking, impressive, concluding remark.
20. Stop, while the audience is still eager to hear more.

## Unit - 06

### Meeting and Conference:

#### Meeting:

In a meeting, two or more people come together to discuss one or more topics, often in a formal setting. A meeting is a gathering of two or more people that has been convened for the purpose of achieving a common goal through verbal interaction, such as sharing information or reaching agreement. Meetings may occur face-to-face or virtually, as mediated by communications technology, such as a telephone conference call, a skyped conference call or a videoconference. One can distinguish a meeting from other gatherings, such as a chance encounter (not convened), a sports game or a concert (verbal interaction is incidental), a party or the company of friends (no common goal is to be achieved) and a demonstration (whose common goal is achieved mainly through the number of demonstrators present, not through verbal interaction). Meeting planners and other meeting professionals may use the term "meeting" to denote an event booked at a hotel, convention center or any other venue dedicated to such gatherings. In this sense, the term "meeting" covers a lecture (one presentation), seminar (typically several presentations, small audience, one day), conference (mid-size, one or more days), congress (large, several days), exhibition or trade show (with manned stands being visited by passers-by), workshop (smaller, with active participants), training course, team-building session and kick-off event.

#### Definitions:

- **One Merriam-Webster dictionary** defines “a meeting as an act or process of coming together” - for example an assembly for a common purpose.
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#### Features of Meeting:

1. A meeting is a gathering of two or more people.
2. A meeting is called to discuss any issue or topic.
3. Meeting completes with the fulfilling of any specific goal.
4. A meeting may be conducted in a form of face to face or video conferencing.
5. Every meeting has a specific schedule so it must start and end on time.
6. The meeting must be held at the place, date and time mentioned in the notice convening the meeting.

7. An agenda is prepared prior to the meeting.
8. Everyone has an opportunity to present his or her point of view.
9. Participants listen attentively to each other.
10. There are periodic summaries as the meeting progresses.
11. Every meeting held under the leadership of any experienced person.

### **Planning and Arrangement of Meeting:**

#### **Planning of Meeting:**

Planning is the most necessary component of any work. For meetings to run smoothly and efficiently and to derive maximum benefit from them, certain guidelines can prove useful. These include:

- (i) Always have a clear purpose; otherwise, it is better not to have the meeting at all.
- (ii) Decide the issues to be included for discussion in the meeting and their relative priority. Depending on their importance and urgency, they are quite different and need to be treated in different ways.
- (iii) Consider the time required for the various items rather than arbitrarily deciding the length of the meeting. Allocate a realistic time slot for each item. Keep the timing realistic- usually things take longer than you think.
- (iv) Decide the date of the meeting well in advance.
- (v) The key to a successful meeting is keeping control. One can keep control by sticking to the agenda, managing the relationships and personalities and concentrating on outcomes.
- (vi) As a chairman, politely suppress the over-zealous and encourage the nervous.
- (vii) Take notes as you go, recording the salient points and the agreed-upon actions, with names, measurable outcomes and deadlines.
- (viii) Do not be late for the meeting.
- (ix) Do not interrupt others when they talk.
- (x) Follow the instructions and requests of the chairperson.
- (xi) Take care of your body language. For good body language, you must:
  - Sit straight
  - Face the speaker
  - Look attentive
  - Make adequate eye contact with the speaker
  - Nod at appropriate junctures

Bad body language is reflected through negative actions such as:

- Sitting outside the group
- Avoiding eye contact
- Folding your arms
- Clicking pens
- Shaking legs
- Holding your head in your hands.

### **Arrangements of Meeting:**

Making suitable arrangements for a meeting is a skill. The activities that are required to plan and organise a meeting need to be done in a sequence. Excellent time management skills are needed as some things need to be done well in advance, and others the day before. For example, the booking of a venue and notice of meeting will need to be done well in advance, while the setting up of the room need only be done the day before

As well as preparing for the meeting itself, many additional arrangements may need to be made such as booking accommodation and catering. The order of Agenda items is important, as well as roughly anticipating the time needed for each item. The meeting must be well organised so that it flows smoothly and has a positive outcome.

The cost of a meeting is another important aspect to be considered by the person requesting the meeting. Will the participant need a replacement person in the workplace? Will the participant require transport/accommodation? Is the meeting going to justify the cost involved? Is there another way to hold this meeting such as a teleconference?

The following is a list of tasks that need to be completed by the person organising the meeting. If you are organising a meeting you need to:

**(i) use time management skills to:**

- develop meeting schedule
- distribute meeting documents
- book venue and catering

**(ii) use good communication skills so you can:**

- converse with people orally
- contact people in writing/email

**(iii) identify the relevant participants:**

- Who will be attending?
- How do I contact each participant?
- Does anyone have any special needs, eg wheelchair access, hearing impaired, special diet, etc?

**(iv) book the venue:**

- which will comfortably hold the expected number of participants
- within the budget constraints

**(v) arrange catering:**

- remember to find out if any participants have special dietary needs
- organise the time for the refreshments to arrive

**(vi) arrange accommodation and transport if required:**

- meeting participants could be coming from another area/state/country
- ensure participant is given the accommodation and transport details – in writing if possible

**(vii) arrange any resources required:**

- check with the presenters to see if they require an electronic whiteboard, video projector, screen and litepro (to attach to a laptop for a presentation), photocopier, etc
- check with the organisers to see if they require telephone or videoconferencing equipment

**(viii) prepare documentation such as Notice of Meeting and Agenda**

**(ix) notify participants of meeting arrangements**

**(x) confirm meeting arrangements**

**(xi) prepare the room before the scheduled meeting time:**

- have copies of all documentation that has been sent to the participants
- have copies of minutes of previous meeting for distribution

- have copies of reference materials such as relevant files or documents available if they are required
- provide pens and paper
- provide water jugs and glasses if appropriate
- Arrange seating and table/s. In a decision making meeting participants should face each other so that eye contact is maintained, whereas a speaker is usually at the front of the room so that all participants may face him/her. The usual protocol for formal meetings is that the Chair normally takes the head of the table, with the minutes secretary at his/her right.
- Ensure all equipment/resources required are in the meeting room and in working order.

### **Chairmanship of a Meeting:**

The chairperson for a meeting (otherwise known as the chair) is the person who has been appointed as the highest ranking officer at the event. The chairperson for a meeting presides over the event to ensure that participants are following the conventions of the meeting. They may also represent the organisation or body to the public, outside of the meeting.

The purpose of a chairperson is to ensure that the participants of a meeting stick to the agenda, respect each other and respect the rules of the meeting. The chairperson of a meeting also has the final say when it comes to setting the agenda of the meeting.

The roles of a chairperson are to set the agenda, lead the meeting, maintain order at the meeting, ensure the conventions of the meeting are being followed, ensure fairness and equality at the meeting, represent the group to the public and to approve the formal minutes of the meeting after they have been formatted, to confirming that they are a correct and truthfully representation of the events at the meeting

The chairperson is responsible for setting the agenda of the meeting and ensuring that the participants stick to this agenda. The chairperson must also make sure that participants obey the conventions of the meeting. They must make sure that all of the participants of the meeting are treated fairly and equally.

The chairperson welcomes everyone to the meeting, and then starts the meeting at the appropriate time. They must introduce each section of the agenda as they move through it, and they must ensure that the participants of the meeting stick to the agenda, without getting side-tracked. It is up to the chairperson to formally call the meeting to a close. Once the meeting is over, it is the chairperson's responsibility to formally approve the minutes of the meeting which

have been recorded. He or she may also be called upon to represent the opinions of those at the meeting to the public.

### **Guidelines for Attending a Meeting:**

Similar to the concept that before leading a group discussion or meetings, a chairperson has to be well prepared so should a member be well armed. Before participating in the group decision-making process. Some useful instructions in this regard are given below:

- 1) In the first place the participant must be clear about the purpose of the meeting and thoroughly familiar with the agenda, viz. the items that are going to be discussed.
- 2) Having become familiar with the agenda, he must do all possible/permissible homework. In other words, he must carefully and seriously prepare for the meeting. He must make sure how best he can contribute to the decision-making process. If, for example, he has anything important to say about a sales problem in a particular area he must gather important information/facts, arrange them serially, and be ready to put them forward as and when needed.
- 3) Have patience and listen. This is very important. A participant in a meeting must be a good, active listener. No meaningful contribution can ever be made to a discussion unless the participants first get into a receptive mood. They must wait for the chairperson to call the meeting to order, ask the secretary to read out the minutes of all previous meetings, and the agenda of the meeting that has been convened. This done, the participant best informed or the one who has something virtually important to say regarding the first item on the agenda, or the minutes of the previous meeting, will raise his hand and seek the chairperson's permission to speak.
- 4) Be precise and relevant. Every meeting is called to fulfil a definite purpose. A participant has, therefore, to see to it that whatever he says is related to the agenda and the point being discussed at the moment.
- 5) It means that there is no scope for impulsive, uncontrolled or emotional talking. There is all the scope for reason, but hardly any scope for emotion.
- 6) One must be large-hearted enough to give chance to others to speak. It is common failing on the part of some speakers to try to dominate the discussion. But that is the surest way to mar a meeting. Every member is equally important and, therefore, has equal right to speak.
- 7) One must check oneself from interrupting a speaker.

- 8) In the same way, one must never criticize a speaker. Only the chairperson has the right to cut short a member's speech, and that too without criticizing. Only the relevance or otherwise of a speaker's point can be politely indicated.
- 9) It is not only the chairperson's but every member's responsibility to take care that all the items on the agenda are taken up, and also any other matter, if there is one, within the time limit fixed for the meeting. If the meeting is allowed to drag on, it will adversely affect the working of the organization.

**References:**

<http://www.skillmaker.edu.au/chairperson-for-a-meeting/>

## Unit- 07

### Group Discussion

#### Meaning and Definitions of Group Discussion:

"Group" is a collection of individuals who have regular contact and frequent interaction and who work together to achieve a common set of goals. "Discussion" is the process whereby two or more people exchange information or ideas in a face-to-face situation to achieve a goal. The goal, or end product, maybe increased knowledge, agreement leading to action, disagreement leading to competition or resolution or perhaps only a clearing of the air or a continuation of the status-quo.

"Group Discussion", popularly labeled as GD, is a methodology used by an organization (company, institute, business school, etc.) to gauge whether the candidate has certain personality traits. GDs form an important part of the short-listing process for recruitment or admission in a company or institution. In this methodology, the group of candidates is given a topic or a situation, typically given some time to think about the same, and then asked to discuss it among themselves for a specific duration (which may vary from one organization to another). As in a football game, where you play like a team, passing the ball to each team member and aim for a common goal, GD is also based on teamwork, incorporating views of different team members to reach a common goal.

So, a group discussion refers to a communicative situation that allows its participants to share their views and opinions with other participants. It is a systematic exchange of information, views and opinions about a topic, problem, issue or situation among the members of a group who share some common objectives.

#### Features of Group Discussion:

1. Group Discussion, as the name itself indicates, is a group activity carried out by participating individuals. It is an exchange of ideas among the individuals of a group on a specific topic.
- 2 It is used as reliable, testing device - mainly as a tool to assess all the candidates in a group at one go -in order to select the best in comparative perspective.
3. Group Discussion is an informal discussion in which participants of the same educational standard discuss a topic of current interest.
4. It is also known as leaderless discussion. It means its aim is to find out the natural leadership level of the candidates. Strictly speaking, no one from the group or outside will be officially designated as leader or president or chairman or anything of the sort. Even the examiner or

supervisor who launches the discussion will retire to the background. No one will participate or intervene in the deliberations of the group.

### **Types of Group Discussion:**

We will classify group discussions based on the following:

- **Method of conduct**
- **Nature of topic**

Based on the Method of Conduct

Bases on the method of conduct, group discussions can be further classified into the following:

**(i) Structured Group Discussion:** In this type of group discussion, the topic is given to the participants by the selectors and a time-frame is allotted to complete the discussion. This is the most commonly followed technique for a group discussion.

**(ii) Unstructured Group Discussion:** In unstructured group discussions, unlike in the case of structured group discussions, the candidates themselves decide the topic with mutual consent. This formal method of group discussions is rarely used.

**(iii) Role Play:** In this type of group discussion, the candidates are given specific roles to play in the backdrop of a given situation. Within the framework of their role, the participants have to solve the problems inherent in the situation given to them.

**(iv) Group Discussion with a Nominated Leader:** Generally, no-one is nominated as leader of a group discussion and all participants are treated as equal. But in this type of a group discussion, a person is nominated as a facilitator or a leader of the group. He may summarize the discussion or solutions discussed at the end of the group discussion. Sometimes the leader is nominated by the group members themselves.

Based on Nature of the Topic

Group discussions can also be categorized based on the topic allotted for the discussion to the participants. There are three kinds of topics-controversial topics, abstract topics and case study topics.

**(i) Controversial Topics:** These are topics which are controversial and which have the potential to generate an argument. Such topics generally make the discussion lively as arguments and counter arguments are presented. This gives the evaluators more opportunities to evaluate the candidates.

Examples of such topics include 'Should the examination system be scrapped' or 'How ethical is cloning?'

**(ii) Abstract Topics:** There is a growing trend of assigning abstract topics, that is, topics which are vague or unclear. These topics enable the evaluators to evaluate the creative ability of the candidates. Every candidate can have his own interpretation of the topic. Some such topics are 'Zero', 'One and one make eleven'.

**(iii) Case Study Topics:** Here, a situation is provided to the participants which may depict a problem faced by the organization or the managers. Participants need to analyze the situation and think of various alternatives to solve the problem. This kind of a group discussion tests

the ability of the candidate to think of solutions keeping the situational factors and constraints in mind.

### **Overcoming Mistakes in Group Discussion:**

Group Discussions have become a mandatory part of the admission screening process, especially for MBA admissions. To ace the GD round during the admission screening process, you must avoid following mistakes to mark a difference in the mind of your peers as well as the examiner. So, let's check out the most common GD mistakes that candidates commit during Group Discussions.

### **Don't take the lead, if you don't know the topic:**

A lot of students join coaching centres to prepare for MBA entrances. At these centres they are also given tips and advice about the interview and GD sessions that follow the written exams. And armed with pieces of advice gained here many candidates try to initiate the topic even if they have no clue whatsoever about it. Ignorance is one of the biggest problems in the GD round. If you know the topic well and are confident about it, it makes sense to initiate the discussion. If not, then it's wiser to wait for the others to start. There is no harm in being the second or the third speaker as it will give you a chance to reflect and understand the topic and put in some valuable input, earning yourself better points.

### **Don't hesitate to take the lead, if you know it:**

On the other hand, if you are well versed in the topic and are fairly confident about initiating the discussion then you must not hesitate to do so. For it's quite true, the candidate who initiates the discussion gets noticed and if he puts invaluable inputs is also awarded some bonus points. If you speak without proper knowledge on the topic right at the start it leaves a negative impression. However, hesitating to speak even if you are knowledgeable on the subject is mainly because of lack of practice. So, make sure to participate in as many mock GDs as you can.

### **Don't copy or follow someone else's ideas or comments:**

It is essential to remember that in a GD if you just simply go on to repeat what others are saying then you are making no valuable additions to the GD. It leaves a bad impression of yours on the evaluator. Also, not to mention, your elimination is imminent. In case, you have no knowledge on the topic are completely in the dark about it then, it's best to play smart. Listen to others speak, analyze their answers and add some points to it if you can or think what else can be said along those lines. Any idea that you put forward must not be something that has been previously said.

**Don't contradict your own points:**

This is a very common mistake that most students make during a GD round. For most of the times, the topics given in a GD are debatable. You may stand either in the favour or the argument or against it. But what happens here is that you end up contradicting your own points and often fail to realize that. And when this happens the evaluator sees you as someone with no actual stand and lack of confidence in your thoughts. Which, of course, is not a desirable quality in the managers of tomorrow.

**Don't avoid eye contact with fellow participants:**

When participating in a GD it is important to remember that this is a discussion which includes multiple people. Which means that you are not just simply a speaker addressing multiple people but having something like a debate with them. Avoiding eye contact in such a situation then is seen as a sign of disrespect or lack of confidence on the part of the in his thoughts on the part of the speaker. Many candidates fix their eyes simply on the evaluator or prefer to look at in a blank space. But he is not someone you are conversing with, it's your fellow candidates who are the part of the discussion. So, the best strategy in such a scenario is to maintain eye contact with everyone in the group. As it gives the impression that you are keen enough to make your point clear to everyone present there.

**Avoid interrupting others:**

Group discussions are meant not just to evaluate your speaking skills but also your listening skills. Interrupting someone often leads to negative points. For remember, that the topic might seem as that of a debate but a GD is a discussion. So, don't go on interrupting others while they are speaking, listen to their points and then put forth your views whether they be in favour of it or against it. It will help you earn more points and express yourself more effectively.

**Don't just speak once, contribute during the entire discussion:**

This mistake is something that can be easily avoided with a little presence of mind. What students usually do is try to speak all their points in a single go, in a single chance. The problem is that they fear they may not get another chance to speak. But that is not the wise move to make. Break all your points into 2-3 different parts and then try to focus on one keyword at a time. Don't spill all that you have to say in a single go but rather present your opinion over 2-3 times. Also, make sure whatever you speak is of value and not repetition of what you or someone else has previously said.

**Don't lose confidence:**

Getting nervous jitters or experiencing lack of confidence is not uncommon during a GD. For the most part of your performance in the GD depends on the topic given by the evaluator. So, if something goes wrong like if you state a point wrong, a lot of aspirants get nervous and lose confidence. But the point here is, there is no use crying over spilled milk. Everyone makes mistakes but what counts is that how quick and how good you recover from it. Take it as a challenge and try to attempt to bounce back and correct your mistake. While at the same time add some valuable points to the discussion. Not everything you speak might be acceptable to the group but how you speak it and how much value is added to the group is what counts for the evaluator.

**Don't mumble, be Audible:**

Remember that all the candidates around you are all looking to impress the evaluator and each one is striving to put forth their points. The scene at a GD often becomes like a fish market because of that as everyone is speaking but nothing is audible. Speaking in such a din is waste of both your effort and time. Also, if you have a weak, low or timid voice you stand no chance. You could either wait for the commotion to settle down or if you have a strong voice then you could try to lead the discussion, put forth your point and try to settle down the commotion by speaking in a slightly higher volume. It will help convey your message and your ability to lead the group in a situation like this would leave a good impression on the evaluator.

## Unit- 08

# Interview

### **Interview:**

The word interview comes from Latin and middle French words meaning to “see between” or “see each other”. Generally, interview means a private meeting between people when questions are asked and answered. The person who answers the questions of an interview is called in interviewer. The person who asks the questions of our interview is called an interviewer. It suggests a meeting between two persons for the purpose of getting a view of each other or for knowing each other. When we normally think of an interview, we think a setting in which an employer tries to size up an applicant for a job.

### **Definitions of Interview:**

- **According to Gary Dessler**, “An interview is a procedure designed to obtain information from a person’s oral response to oral inquiries.”
- **According to Thill and Bovee**, “An interview is any planed conversation with a specific purpose involving two or more people”.
- **According to Dr. S. M. Amunuzzaman**, “Interview is a very systematic method by which a person enters deeply into the life of even a stranger and can bring out needed information and data for the research purpose.”

So, an interview is formal meetings between two people (the interviewer and the interviewee) where questions are asked by the interviewer to obtain information, qualities, attitudes, wishes etc. Form the interviewee.

### **The Essential Features of an Interview:**

As we have seen above, there are different purposes for which we have interviews. But all of them have the following features in common:

- (a) There is a definite purpose, and it is known both to the interviewer and the interviewee.
- (b) Both the parties need to prepare for the communication event.
- (c) All interviews are pre-arranged. The only possible exception is the dismissal interview.
- (d) There are at least two participants in the event-interviewee and an interviewer. But in common practice there is one interviewee facing more than one interviewer.

- (e) There is clear exchange of information. The information exchanged may or may not be kept secret.

### **Purpose of Interview:**

Interviews are held for various purposes as, for example, the ones stated below:

- (a) Job or employment interview for the selection of suitable persons on the basis of their qualification and experience.
- (b) Interviews held by some companies for periodic evaluation of workers.
- (c) Exit interview that is held to determine a person's reasons for leaving the organisation.
- (d) Interviews conducted by company personnel to gather information on matters like worker's attitudes, working conditions, managerial effectiveness, etc.
- (e) A meeting or conversation between a journalist or radio or television presenter and a person whose views/ideas are sought for broadcasting.
- (f) Admission interview of a candidate for admission to a course in higher education/professional training.
- (g) Interrogation of a person by the police about some happening and
- (h) An interview given by a celebrity in a question-answer session to a selected audience.

### **How to Conduct Yourself during the Interview:**

- (i) Don't be nervous or agitated while entering the interview room. See carefully where you are going and don not trip over the carpet or the doormat. Don not wear a scowl or a stupid smile at the time of entering.
- (ii) Greet the interviewer(s) with a polite good morning.
- (iii) Do not sit down until you have been asked to. Even the posture in which you sit is important. Don't sit stiffly. Don't be lax. Sit in a natural, composed manner.
- (iv) When the interviewer starts conversation, pay attention to what he says. Don not interrupt him. Respond to him only at the appropriate time.
- (v) Give very relevant answers to his questions. Don not ramble along, or the interviewer will look bored. Do not be too abrupt, or you will appear to be rude.
- (vi) Do not try to make an exhibition of your knowledge. Don't boast of your capabilities. It is for the interviewer to find out how capable you are, and he will judge you with the help of some penetrating questions, which you must answer frankly.

- (vii) If there is something you do not know, admit it straightaway. It is useless to pretend knowledge where you are actually ignorant. Many candidates spoil their interview by telling a lie and landing themselves in an embarrassing situation.
- (viii) If you are being interviewed by someone who does not possess as many college degrees as you have, do not put on airs. Give the interviewer your full cooperation and respect. In addition to know your qualifications, the interviewer must also be preparing some kind of reaction report. And if you try to look superior, the reaction report is bound to be unfavourable.
- (ix) You are expected to have your individual views and you need not agree with everything the interviewer says. But you also need not annoy or offend him unnecessarily. You must remain calm and friendly throughout the interview. If you lose temper, the interview is likely to be cut short abruptly.
- (x) Be positive in your attitude. Express your enthusiasm for the job and the company. If you give the impression that you are not really interested, you will discover that your employer is also not really interested.
- (xi) Do not keep shifting in your seat. Do not bite or chew your fingernails. Do not smoothen your hair. Do not play with the paper weight or the pin cushion on the table. Do not start adjusting knot of your necktie. All these are signs of nervousness. And nervousness is your biggest enemy during an interview.
- (xii) When you are asked questions about your previous job, be frank but avoid critics of your former employer or colleagues. You may bear a grudge against your former employer, but keep it to yourself. An interview is not the proper place to express your private grouses, mention only the positive, pleasant and constructive aspects of your earlier employment.
- (xiii) If your interviewer has not talked about the job, do not be afraid to ask questions yourself. Full knowledge of the job will help you to decide whether you ought to accept it or not.
- (xiv) When the interview is over, do not forget to thank the interviewer. You may even tactfully ask when the result will be made known to you.
- (xv) If the job is offered to you, you may accept it immediately or ask for time to think over it, depending upon your circumstances.

## **Types of Interview:**

There are many types of interviews that an organization can arrange. It depends on the objectives of taking the interview. Some important types of interviews are stated below:

**1. Personal interviews:** Personal interviews include:

- Selection of the employees
- Promotion of the employees
- Retirement and resignation of the employees

Of course, this type of interview is designed to obtain information through discussion and observation about how well the interviewer will perform on the job.

**2. Evaluation interviews:** The interviews which take place annually to review the progress of the interviewee are called the evaluation interviews. Naturally, it is occurring between superiors and subordinates. The main objective of this interview is to find out the strengths and weaknesses of the employees.

**3. Persuasive interviews:** This type of interview is designed to sell someone a product or an idea. When a sales representative talk with a target buyer, persuasion takes the form of convincing the target that the product or idea meets a need.

**4. Structured interviews:** Structured interviews tend to follow formal procedures; the interviewer follows a predetermined agenda or questions.

**5. Unstructured interviews:** When the interview does not follow the formal rules or procedures. It is called an unstructured *interview*. The discussion will probably be free flowing and may shift rapidly from one subject to another depending on the interests of the interviewee and the interviewer.

**6. Counseling interviews:** This may be held to find out what has been troubling the workers and why someone has not been working.

**7. Disciplinary interviews:** Disciplinary interviews are occurring when an employee has been accused of breaching the organization's rules and procedures.

**8. Stress interviews:** It is designed to place the interviewee in a stress situation in order to observe the interviewee's reaction.

**9. Public interviews:** These include political parties' radio-television and newspaper.

**10. Informal or conversational interview:** In the conversational interview, no predetermined questions are asked, in order to remain as open and adaptable as possible to the interviewee's nature and priorities; during the interview the interviewer "goes with the flow".

- 11. General interview guide approach:** The guide approach is intended to ensure that the same general areas of information are collected from each interviewee this provides more focus than the conversational approach but still allows a degree of freedom and adaptability in getting the information from the interviewee.
- 12. Standardized or open-ended interview:** Here the same open-ended questions are asked to all interviewees; this approach facilitates faster interviews faster interviews that can be more easily analyzed and compared.
- 13. Closed or fixed-response interview:** It is an interview where all interviewers ask the same questions and asked to choose answers from among the same set of alternatives. This formal is useful for those not practiced in interviewing.

### **Appearance and Dress:**

#### **Appearance:**

Smiling face, the smiling face is very important for all human beings because everybody like to smile and to see smile on each face. If your face is little bit smiling in interview, it will definitely impress the interviewer. If you were standing outside a room seconds of the from being invited in for an interview and I happened to be passing by and you grabbed me with desperate look in your eye asking me for one piece of advice, I would say, don't forget to smile. Smiling is highly effective communicator and sends all the right signals to the interviewer, especially for building rapport. A smile can often achieve what the best of us cannot, soft in the interviewer. Very importantly, then you smile at people it usually makes them feel better, which tends to draw out their better nature, exactly what you want to be doing at the interview. It is also signals to the interviewer that you have well-developed social skills, are a nice person and do not suffer from antisocial tendencies. Be genuine, avoid grinning and putting on a forced smile. There is nothing worse than someone trying to smile but only succeeding in demonstrating the art of teeth clenching. Do not overdo it, or doing it may run you the risk of appearing disingenuous. Avoid mimicking the grim faced interviewer it is not uncommon to mimic others' facial expression and body language, even though we often do not realize we are doing it. If you encounter the grim faced interviewer, try not to fall into the trap of being grim faced herself to stop this is not as easy as it may sound because human beings, beings what we are, usually required positive feedback in other to continue behaving in certain ways to stop in other words, if you smile and the other person refuses to smile back, that is about chance you will stop smiling. So do not allow your interviewer to put you off. Stick to your guns and produce your warmest smiles, no matter what. Nodding your head, nodding off the head

represents another extremely powerful communicator. When you nod your head at something, people say you are telling them that you agree with them, and you do so without interrupting, which is an ideal rapport building technique when the interviewer decide to expound on the topic. But be careful, as in smiling, the danger with nodding your head is overdoing it.

### **Dress:**

Dressing style is one of the most powerful equipment for the battle of interview. It provides the half of expression to the interviewer. If you are pressing good and informal manner, you can face the interview in the best possible manner and confidently. Some people persist in thinking that they are. This has very little to do with their everyday to perform in a job, and so give little consideration to how they dress for an interview. The logic in this sinking may be on accessible, it is a dangerous thing to do because it fails to take into account that interviews are largely about damaging perceptions. Interviews have certain expectations about dress codes. Falling to meet those asked for patience is dangerous. The rule of the thumb for dress and appearance is to on the side of caution. On the whole, interviewers tend to be cautious and conservative than hiring someone. The last thing an employer wants to do is to hire the wrong person. Reliability, loyalty, consistency, trustworthiness and dependability are qualities that all employers seek in employees, no matter what type of job it is. Your task at the interview is to signal to the interviewer that you have all those qualities, addressing appropriately represents a good start. All the qualities include, always make a point of creating clean clothes and shoes, jeans or anything else with holes in them may make a positive impression on the dance floor, but are unlikely to inspire and interviewer, avoid excessive jewelry and makeup, a designer stubble may make you look mainly and represent the latest word of the fashion gurus out of our, it is likely to make the interviewer thing that you did not think the job was important enough for you to bother shaving. Avoid extreme hairstyles, avoid displaying too much skin. There is a sensible school of thoughts that advocates dressing according to the nature of job you are applying for. So, if you are applying for an accountant position, you we're a business suit, whereas if you are applying for laborers position on a building site, a business suit is inappropriate. All this is true, however, the dress and appearance remained important. The guidelines given here are commonly accepted as appropriate for interviewing. Every company has a different dress code; how you dress at the job may have very little to do with how you dress for an interview.

**Men:**

Dress in a manner that is professionally appropriate to the position for which you are applying. In almost all cases, this means wearing a suit. It is rarely appropriate to “dress down” for an interview, regardless of company dress code policy. When in doubt, go conservative.

- You should wear a suit to interviews. “Suit” means the works: a matching jacket and pants, dress shirt, tie, coordinating socks and dress shoes. A dark-colored suit with light colored shirt is your best option.
- Your suit should be comfortable and fit you well so that you look and act your best. There is a difference between not yet feeling at ease in a suit and trying to fit into the same suit you wore to your sister’s wedding when you were 15. (In the latter case, it’s time to invest in a new suit!)
- Avoid loud colors and flashy ties.
- Clothing should be neat, clean, and pressed. If you don’t have an iron, either buy one or be prepared to visit the dry-cleaner often. Shower or bathe the morning of the interview. Wear deodorant. Don’t wear cologne or aftershave. You don’t want to smell overpowering or worse, cause an allergic reaction.
- Make sure you have fresh breath. Brush your teeth before you leave for the interview, and don’t eat before the interview. Don’t smoke right before an interview.
- Your hair should be neat, clean, and conservative.

While it may be appropriate to dress more casually for a second interview, you must still dress professionally. It’s much better to be too dressed up than too casual. A good rule of thumb is to dress like your boss. Shoes should be well-polished and in good condition, not scuffed or run-down at the heels. They should also match your belt. You will get a great deal of use out of a good-quality pair of dress shoes in a traditional style. Ask the salesperson at the shoe store for advice. Be sure to shave the morning of the interview, even if you don’t ordinarily shave every day. If you have a full beard or moustache it should be trimmed and neat-looking. This may sound like a lot of rules, but these are the generally acceptable guidelines you should follow when deciding what to wear to an interview. Dressing professionally shows respect for yourself, the interviewer, and the company. You may not have to dress like this every day, but you are more likely to be taken seriously when you present yourself in a professional manner and take the time to attend to details.

## Women

- Generally, you should wear a suit with a skirt or pants. When in doubt, be more conservative.
- Your suit should be comfortable and fit you well; if your waistband is cutting you in half or your jacket is too tight, you won't look or act your best. Some stores offer free alterations when you purchase a suit, or you may want to find a tailor to adjust a suit you already own.
- Interview suits should be simple and dark in color. Anything tight, bright, short, or sheer should absolutely be avoided. (Interviewers have been known to complain about the length of interviewees' skirts; if you have any doubts, it's probably too short.) Knee-length skirts are suggested. Very long skirts, while modest, are also considered too trendy for an interview.
- Wear a conservative blouse with your suit. Do not wear bright colors, animal prints, or anything lacy, sheer, or low-cut.
- Make-up and nail polish should be understated and flattering; shades that are neutral to your skin tone are generally advisable. Avoid bright or unusual colors or very long nails.
- Keep your jewellery and hair accessories to a minimum, and stick to those that are not flashy, distracting, or shiny. One ring per hand is best.
- Shoes should be conservative and fairly low-heeled. They should be in reasonably good condition, not scuffed or run-down at the heels. Don't wear shoes with an open toe or back; any shoes you would wear on a date or to a club are probably inappropriate. A basic pump is flattering, versatile, and will stay in style forever (once you own pumps, you can spend the rest of your money on fun shoes). The salesperson in the shoe store can steer you in the right direction.
- Your hose should be neutral (matched to your skin tone). Make sure the heels are not dyed black from your shoes and that there are no snags or runs. Only use the nail polish trick in an emergency; you may want to carry an extra pair of hose with you instead.
- Dress in a manner that is professionally appropriate to the position for which you are applying. In almost all cases, this means wearing a suit. It is rarely appropriate to "dress down" for an interview, regardless of company dress code policy. When in doubt, go conservative (is this starting to sound familiar?).
- Your clothing should always be neat, clean, and pressed. If you don't have an iron, either buy one or be prepared to visit the dry-cleaner often.

- Shower or bathe the morning of the interview. Wear deodorant. Don't wear perfume: you don't want to smell overpowering or worse, cause an allergic reaction.
- Make sure you have fresh breath. Brush your teeth before you leave for the interview, and don't eat or smoke before the interview.
- Your hair should be neat, clean, and conservatively styled. Banana clips, brightly-colored scrunchies or elastics, and cheerleader-type ponytails look out of place with a suit. You may want to wear your hair in an updo, pull it back into a low ponytail, or wear a barrette (this suggestion does not include the tiny little barrettes that only hold the front of your bangs back). The idea is to look polished and professional, not to advertise what a creative genius your hairdresser is.

While it may be appropriate to dress more casually for a second interview, you must still dress professionally. It's much better to be too dressed up than too casual. This may sound like a lot of rules, but these are the generally acceptable guidelines you should follow when deciding what to wear to an interview. Dressing professionally shows respect for yourself, the interviewer, and the company. You may not have to dress like this every day, but you are more likely to be taken seriously when you present yourself in a professional manner and take the time to attend to details

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## Unit – 09

### Written Communication

#### Introduction:

A 'Written Communication' means the sending of messages, orders or instructions in writing through letters, circulars, manuals, reports, telegrams, office memos, bulletins, etc. It is a formal method of communication and is less flexible. A written document preserved properly becomes a permanent record for future reference. It can also be used as legal evidence. It is time-consuming, costly and unsuitable for confidential and emergent communication. Written communication, to be effective, should be clear, complete, concise, correct, and courteous.

#### Features:

- (i) Written communication is a creative activity that requires a lot of imagination and effort to arrive at the finished product. While oral communication is spontaneous, written communication is based on conscious effort. Let us take the example of a report that we want to present.

We first of all have to collect all the necessary information, arrange it in a logical order and then write out very carefully. We have to be careful at every step. That is not always the case with spoken messages or other forms of oral communication. Letters and reports, nicely produced, reflect the image of the organisation. The more creative and imaginative the writers the brighter the image of the company.

- (ii) Another important characteristic of written communication is the time factor that is involved in it. Oral messages, in a face-to-face situation or through telephone reach the receiver immediately and the feedback almost always comes immediately. This is not the case with written communication.

The sender has to plan out his message, viz., a letter or report carefully and encode it with great care. Then he sends it to the person for whom it is meant. The receiver takes his own time in decoding it. Then he gives it careful thought or filters it through his mind and plans out his reaction to it. Sending back the reply or his comments on it will take some time. So it is to be kept in mind that written communication is a time consuming activity.

(iii) Thirdly, it is to be noted that written communication has fewer cycles than oral or face-to-face communication. Oral communication is a multiple cycle event. Oral messages get immediate response that leads very often to further exchange of words. This is not possible in written communication. Mostly it is a one-cycle event.

### **Advantages of Written Communication:**

The advantages of Written Communication are stated below:

1. It is suitable for long distance communication and repetitive standing orders.
2. It creates permanent record of evidence. It can be used for future reference.
3. It gives the receiver sufficient time to think, act and react.
4. It can be used as legal document.
5. It can be sent to many persons at a time.
6. It is suitable for sending statistical data, chart, diagram, pictures, etc.
7. Order, allocation of work, job distribution, etc. in written form reduce ambiguity and help in fixation of responsibility.
8. Uniformity in work procedure can be maintained through written communication.
9. It is easy to send unpleasant or bad news through written communication.
10. A good written communication can create goodwill and promote business.

### **Disadvantages:**

Followings are the limitations or disadvantages of Written Communication:

1. It is time-consuming. Composing a message in writing takes much time. Writing letters, typing orders, notices, etc. and sending to appropriate destination require time. Feedback process also is not instant.
2. It is expensive not so much due to postal charges but in terms of so many people spending so much of their time.
3. It cannot maintain strict secrecy which would have been possible in oral communication.
4. Written communication has no scope for immediate clarification if not understood properly.
5. Being written in nature it is less flexible and cannot be changed easily.
6. It is not effective in the case of emergency.

## **Writing an Effective Mail:**

The average office worker receives around 80 emails each day. With that volume of mail, individual messages can easily get overlooked. Follow these simple rules to get your emails noticed and acted upon.

- 1. Don't overcommunicate by email.**
- 2. Make good use of subject lines.**
- 3. Keep messages clear and brief.**
- 4. Be polite.**
- 5. Check your tone.**
- 6. Proofread.**

### **1. Don't over communicate by Email:**

One of the biggest sources of stress at work is the sheer volume of emails that people receive. So, before you begin writing an email, ask yourself: "Is this really necessary?"

As part of this, you should use the phone or IM to deal with questions that are likely to need some back-and-forth discussion. Use our [Communications Planning Tool](#) to identify the channels that are best for different types of message.

Also, email is not as secure as you might want it to be, particularly as people may forward emails without thinking to delete the conversation history. So avoid sharing sensitive or personal information in an email, and don't write about anything that you, or the subject of your email, wouldn't like to see plastered on a billboard by your office.

Whenever possible, deliver bad news in person. This helps you to communicate with empathy, compassion, and understanding, and to make amends if your message has been taken the wrong way.

### **2. Make Good Use of Subject Lines:**

A newspaper headline has two functions: it grabs your attention, and it summarizes the article, so that you can decide whether to read it or not. The subject line of your email message should do the same thing.

A blank subject line is more likely to be overlooked or rejected as "spam," so always use a few well-chosen words to tell the recipient what the email is about.

You may want to include the date in the subject line if your message is one of a regular series of emails, such as a weekly project report. For a message that needs a response, you might also want to include a call to action, such as "Please reply by November 7."

A well-written subject line like the one below delivers the most important information, without the recipient even having to open the email. This serves as a prompt that reminds recipients about your meeting every time they glance at their inbox.

If you have a very short message to convey, and you can fit the whole thing into the subject line, use "EOM" (End of Message) to let recipients know that they don't need to open the email to get all the information that they need.

### **3. Keep Messages Clear and Brief:**

Emails, like traditional business letters, need to be clear and concise. Keep your sentences short and to the point. The body of the email should be direct and informative, and it should contain all pertinent information. See our article on writing skills for guidance on communicating clearly in writing.

Unlike traditional letters, however, it costs no more to send several emails than it does to send just one. So, if you need to communicate with someone about a number of different topics, consider writing a separate email for each one. This makes your message clearer, and it allows your correspondent to reply to one topic at a time.

It's important to find balance here. You don't want to bombard someone with emails, and it makes sense to combine several, related, points into one email. When this happens, keep things simple with numbered paragraphs or bullet points, and consider "chunking" information into small, well-organized units to make it easier to digest.

### **4. Be Polite:**

People often think that emails can be less formal than traditional letters. But the messages you send are a reflection of your own professionalism, values, and attention to detail, so a certain level of formality is needed.

Unless you're on good terms with someone, avoid informal language, slang, jargon , and inappropriate abbreviations. Emoticons can be useful for clarifying your intent, but it's best to use them only with people you know well.

Close your message with "Regards," "Yours sincerely," or "All the best," depending on the situation.

## **5. Check the Tone**

When we meet people face-to-face, we use the other person's body language , vocal tone, and facial expressions to assess how they feel. Email robs us of this information, and this means that we can't tell when people have misunderstood our messages.

Your choice of words, sentence length, punctuation, and capitalization can easily be misinterpreted without visual and auditory cues. In the first example below, Emma might think that Harry is frustrated or angry, but, in reality, he feels fine.

Think about how your email "feels" emotionally. If your intentions or emotions could be misunderstood, find a less ambiguous way to phrase your words.

## **6. Proofreading**

Finally, before you hit "send," take a moment to review your email for spelling, grammar, and punctuation mistakes. Your email messages are as much a part of your professional image as the clothes you wear, so it looks bad to send out a message that contains typos.

As you proofread, pay careful attention to the length of your email. People are more likely to read short, concise emails than long, rambling ones, so make sure that your emails are as short as possible, without excluding necessary information.

Our article on writing skills has tips and strategies that you can use when proofreading your emails.

### **Rules for Good Writing:**

Everyone has their own idea of what it means to be a “good” writer. Opinions on quality vary, depending on who you ask, but effective writing is hard to argue with. It gets the job done — plain and simple.

So how do you write in a way that effectively communicates your message? Or are you merely trying to be good? Since this often confuses people, here are seven tips for more effective writing, which you can apply today:

### **1. Practice your craft**

You can't do something well unless you do it badly first — and that begins with practice. I recommend setting aside time (even if it's only 10 minutes) to write each day. You can't get better if you don't show up. Commit to the process and you will be amazed at the results.

I do this with my blog and other pieces I'm working on by writing daily a minimum of 500 words . The more I write, the more I learn about writing — and the more I realize I need to practice.

Talking about writing isn't writing. Planning to write isn't how you get better. The only way to get better is to actually do it.

### **2. Challenge yourself:**

Write about topics that interest to you, but don't forget to dabble in new stuff, as well. The more you stretch yourself, the more you grow. You could challenge yourself and join me for a free webinar to learn my three keys for effective writing. Or maybe take up a daily writing challenge.

The point is to never underestimate the importance of learning. I try to learn something new every day by reading books and blogs and listening to podcasts and audiobooks.

### **3. Be yourself**

Don't model your writing after another writer. And if you do, do it only as a means of learning someone else's technique, so that you can make it your own.

Ultimately, what you want is to discover your original writing voice. And frankly, that's what your audience wants, too. If we wanted to read Hemingway, we would read Hemingway.

### **4. Don't write like an idiot**

Learn the basics of grammar. Buy an MLA, APA, or another style book (I recommend the AP Stylebook to a lot of copywriters and journalists). Chicago Manual is good for writing a book.

Become a student of your craft and dedicate the rest of your life to honing it.

As Hemingway once wrote, we are all apprentices in a craft nobody masters. The point is not to arrive but to attempt. To aspire to write the best that we know how in the only way we can.

So let's honor the craft and start writing like a pro.

Learning the rules, after all, makes it easier to break them later.

### **5. Start small**

Most would-be writers begin in the wrong place. They begin by wanting to write a book. Don't do that. That's too big. Too audacious. Too easy to fail at.

Start small, maybe with a blog or a journal (you know, Doogie Howser style). Then write a few articles for some magazines, and after that, consider a book. As you take one step after another towards getting published, you'll find that your confidence builds. So does your competence. You get better faster the more you practice in public.

That's been my experience, anyway. After four years of writing for websites and magazines, I was finally ready to write a book. Without all that small work, I never would have been ready for something bigger.

### **6. Don't give up**

If writing is your dream, treat it seriously. Stick with it, even after the passion fades, which it likely will. Write every day. Perseverance pays off.

Most days, I don't even want to write, but I show up, anyway. And something mystical happens; the Muse meets me, and inspiration happens when I least expect it. I enjoy something I was dreading because I fulfilled my one commitment as a professional writer, which is to never quit.

After all, that's the only difference between an amateur and a pro.

### **7. Learn to pitch your pieces**

Many writers expect to write something phenomenal and get published immediately — you know, by osmosis and stuff. But before you write a piece, you should learn to pitch prospective publishers (book, magazine, or website).

Learn the art of asking. You will be doing it your whole career. Better get used to it now.

A good pitch is short, compelling, and promising. Without learning how to effectively market your writing, even the best writers can be overlooked. You are only one “yes” away from your next big break.