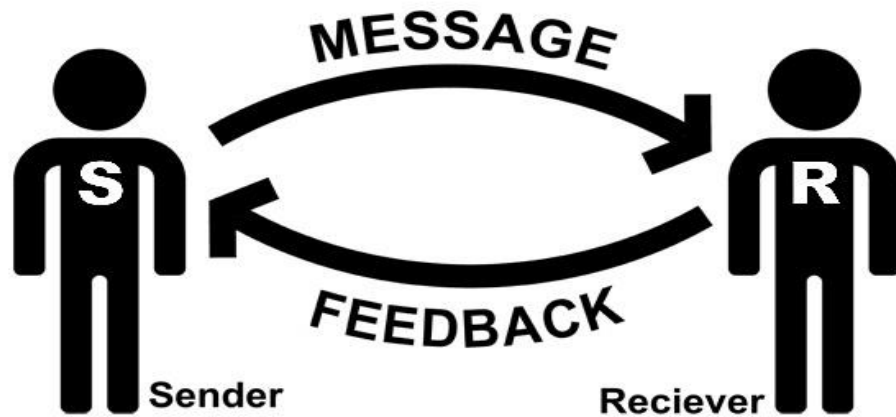




1.0 COMMUNICATION

Communication is “*the activity of conveying information through the exchange of thoughts, messages, or information, as by speech, visuals, signals, written, or behavior*”. It is also “*the meaningful exchange of information between two or more living creatures*”, “*any act by which one person gives to or receives information from another person about that person's needs, desires, perceptions, knowledge, or affective states*”.

Communication requires a sender, a message, and a recipient, although the receiver does not have to be present or aware of the sender's intent to communicate at the time of communication; thus communication can occur across vast distances in time and space.



Communication requires that the communicating parties share an area of communicative commonality. The communication process is complete once the receiver understands the sender's message.

1.1 Why Do We Communicate?

1. **To inform** – you are providing information for use in decision making
2. **To persuade** – to reinforce or change a receiver's belief about a topic
3. **To build relationships** – some messages that you send may have the goal of building goodwill between you and the receiver.

2.0 TYPES OF COMMUNICATION

There are three basic types of communication: verbal, non-verbal, and written. If you want to succeed in business, you need to master each of these types of communication.

2.1 Verbal Communication

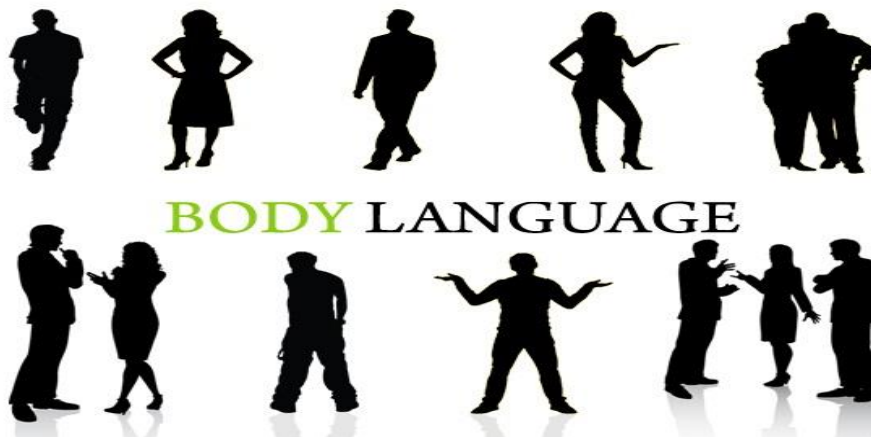
Verbal or oral communication uses spoken words to communicate a message. When most people think of verbal communication, they think of speaking, but listening is an equally important skill for this type of communication to be successful. Verbal communication is applicable to a wide range of situations, ranging from informal office discussions to public speeches made to thousands of people.



Improving your verbal communication skills can help you to foster better relationships with your coworkers and maintain a large network of contacts that you can call on when necessary.

2.2 Non-Verbal Communication

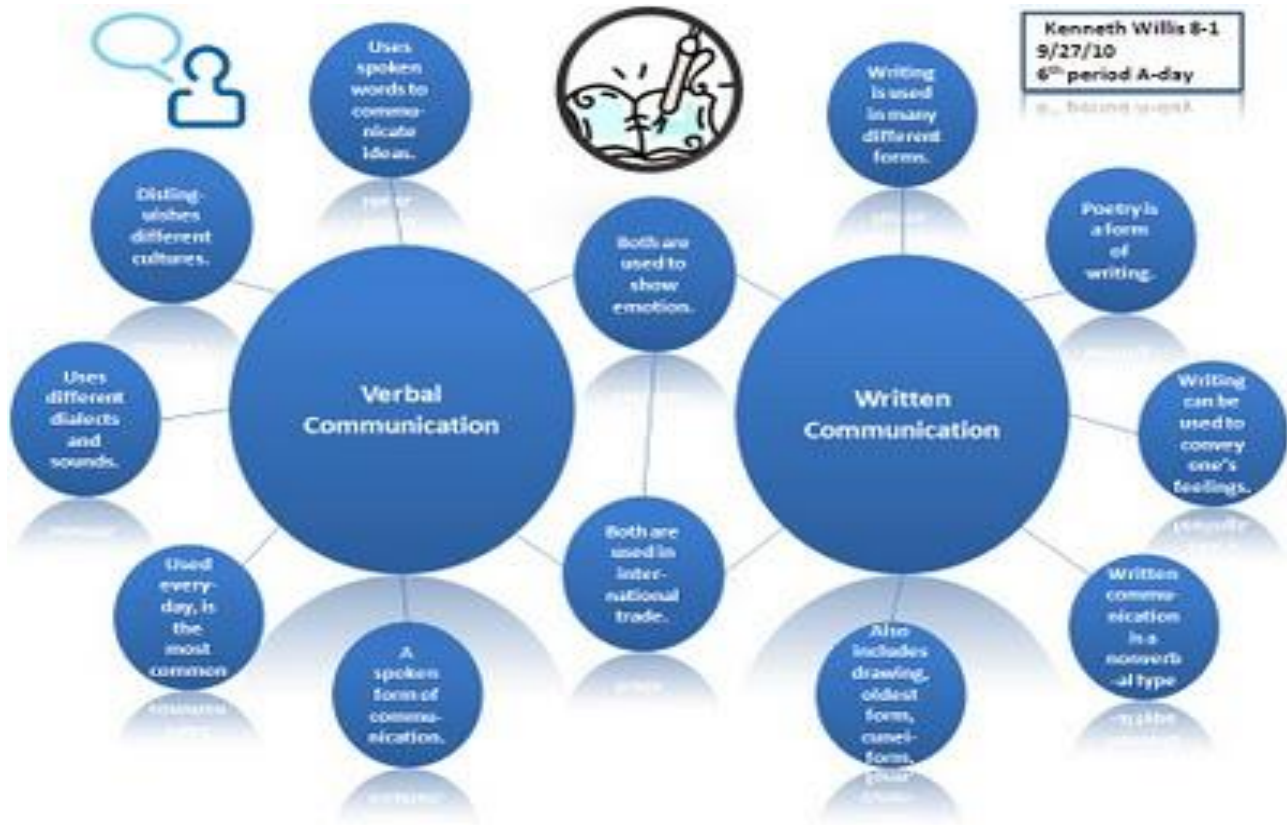
Non-verbal communication includes body language, gestures, facial expressions, and even posture. Non-verbal communication sets the tone of a conversation, and can seriously undermine the message contained in your words if you are not careful to control it. For example, slouching and shrinking back in your chair during a business meeting can make you seem under-confident, which may lead people to doubt the strength of your verbal contributions. In contrast, leaning over an employee's desk and invading his or her personal space can turn a friendly chat into an aggressive confrontation that leaves the employee feeling victimized and undervalued.



2.3 Written Communication

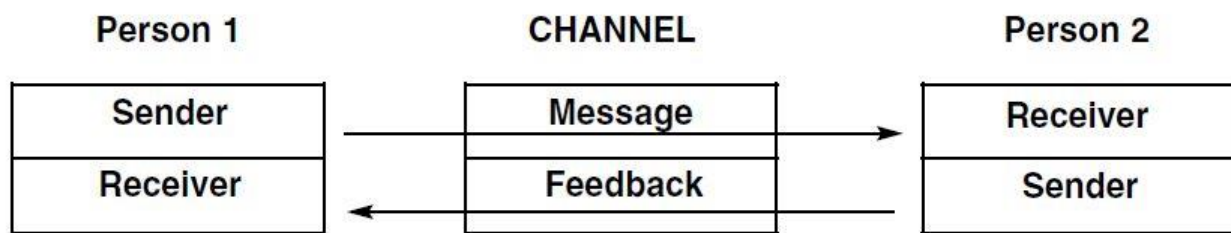
Written communication is essential for communicating complicated information, such as statistics or other data that could not be easily communicated through speech alone. Written communication also allows information to be recorded so that it can be referred to at a later date. When producing a piece of written communication, especially one that is likely to be referred to over and over again, you need to plan what you want to say carefully to ensure that all the relevant information is accurately and clearly communicated.

Written communication must be clear and concise in order to communicate information effectively. A good written report conveys the necessary information using precise, grammatically correct language, without using more words than are needed



3.0 COMMUNICATION PROCESS

Communication involves successive sequence of information conception, transfer, reception, analysis and feedback between the sender, the medium and receiver. Hence, communication is a cycle.



3.1 Sending The Message

Person 1 constructs and sends a message. Messages are the signals and symbols that we use to convey what we want to transmit. They can occur in various ways, including visual (non-verbal, written), auditory (verbal and sub-vocal speech), tactile (touch, bodily contact) and olfactory (perfumes, aftershaves) formats. In order to send the message, it must be encoded into words, as well as tone, inflection, facial expression, and other non-verbal language. While skills such as clear thinking, concise expression of plain English, logical association of ideas and organized speech are important, especially to specific contexts such as giving presentations, they do not ensure that effective communication will take place. The meaning of the message is not

contained solely in the words, as factors such as non-verbal cues, the context and the people involved will heavily influence meaning. It is important to note that unintended as well as intended meanings may be communicated via non-verbal leakage. Message sending involves:

- Thought: First, information exists in the mind of the sender. This can be a concept, idea, information, or feeling.
- Encoding: Next, a message is sent to a receiver in words or other symbols.

3.2 The Channel

This refers to the means used to deliver messages and the related formats. Means used to communicate can include face to face, telephone, pager, written, radio and video communication. In face to face communication, which is most often preferred for communication of more important matters, communication occurs through visual, auditory and olfactory formats, while the tactile medium may or may not be used. Skilled communicators will choose the channel most appropriate to the specific goals sought at that time.

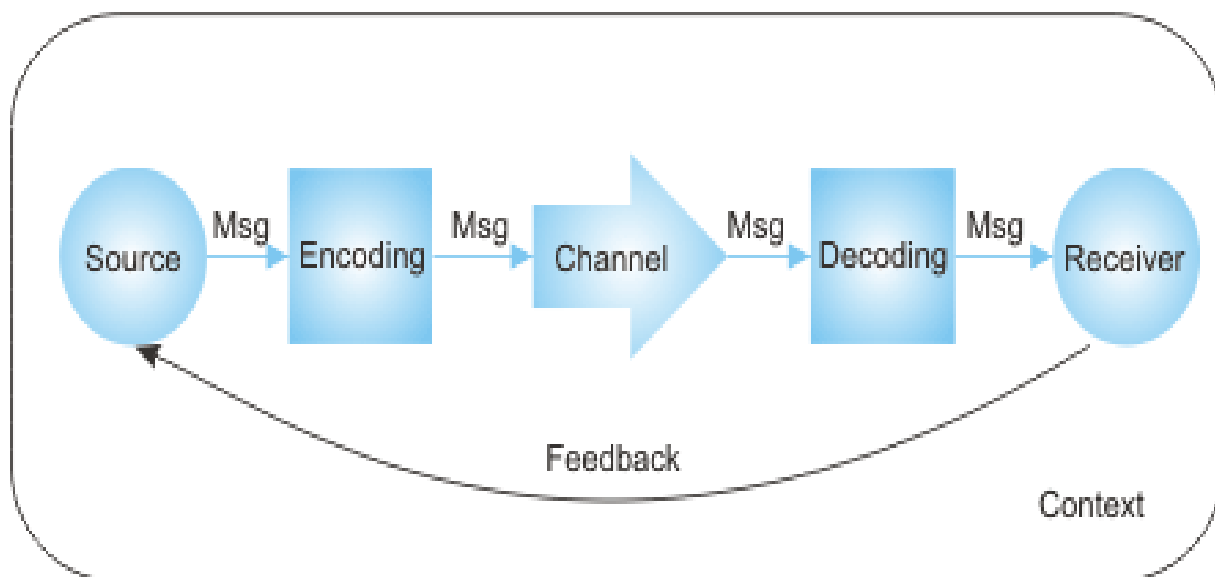
3.3 Receiving the Message

For effective communication to take place, the message sent must be accurately decoded and reconstructed by person 2. Decoding involves translating the words or symbols into a concept or information that the receiver understands. However, even if the "encoding" is carried out very well; it does not guarantee that it will be "decoded" accurately. The meaning ascribed to the message may vary according to the person doing the interpreting, the context in which the message was given and the total information communicated. In terms of the person doing the interpreting, we all have underlying beliefs and understandings of the world which will influence the ways in which we tend to understand and ascribe meaning to incoming data.

3.4 Feedback:

In the above figure, Person 2 responds to person 1, and this message is received by person 1 as feedback. Again, feedback comprises both the verbal and non-verbal messages of others, and allows us to evaluate how the message has been understood and the response to it. Actively listening to feedback is a key skill in effective communication.

The Communications Process



4.0 COMMUNICATION SKILLS

Communication skills is the ability an individual displays in consistently and effectively communicate with clients, colleagues, subordinates, and supervisors in Professional manner and in the personal department. Communication skills includes lip reading, finger-spelling, sign language; for interpersonal skills use, interpersonal relations. It enables a person to convey information so that it is received and understood.

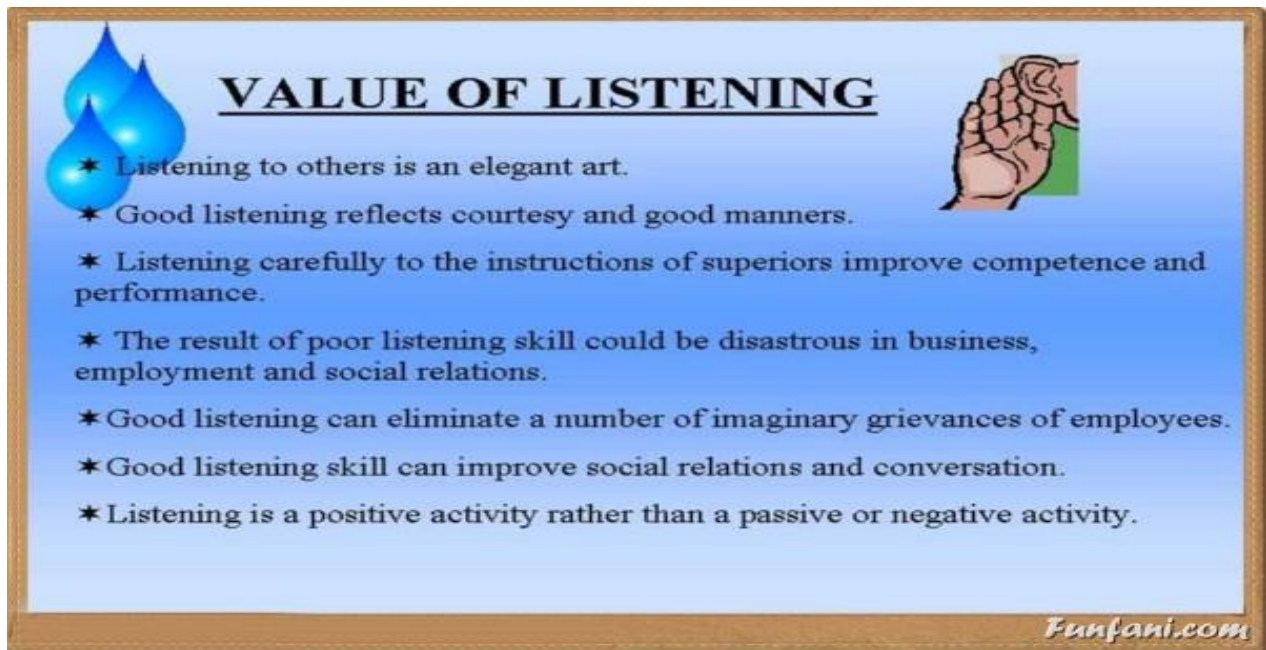


Effective communication combines a set of skills including nonverbal communication, attentive listening, the ability to manage stress in the moment, and the capacity to recognize and understand your own emotions and those of the person you're communicating with. While effective communication is a learned skill, it is more effective when it's spontaneous rather than formulaic. A speech that is read, for example, rarely has the same impact as a speech that's delivered (or appears to be delivered) spontaneously.

Listening Master Effective Body Language Well
Communication Non-verbal Business Cross Good Message Active Empathic Cultural Listen
Skills

4.1 LISTENING

Listening is one of the most important aspects of effective communication. Successful listening means not just understanding the words or the information being communicated, but also understanding how the speaker feels about what they're communicating.



Effective listening can:

- **Make the speaker feel heard and understood**, which can help build a stronger, deeper connection between you.
- **Create an environment where everyone feels safe** to express ideas, opinions, and feelings, or plan and problem solve in creative ways.
- **Save time** by helping clarify information, avoid conflicts and misunderstandings.
- **Relieve negative emotions.** When emotions are running high, if the speaker feels that he or she has been truly heard, it can help to calm them down, relieve negative feelings, and allow for real understanding or problem solving to begin.

4.1.1 Tips for effective listening

If your goal is to fully understand and connect with the other person, listening effectively will often come naturally. If it doesn't, you can remember the following tips. The more you practice them, the more satisfying and rewarding your interactions with others will become.

- **Focus fully on the speaker**, his or her body language, and other nonverbal cues. If you're daydreaming, checking text messages, or doodling, you're almost certain to miss nonverbal cues in the conversation. If you find it hard to concentrate on some speakers, try repeating their words over in your head—it'll reinforce their message and help you stay focused.
- **Avoid interrupting** or trying to redirect the conversation to your concerns, by saying something like, "If you think that's bad, let me tell you what happened to me." Listening

is not the same as waiting for your turn to talk. You can't concentrate on what someone's saying if you're forming what you're going to say next. Often, the speaker can read your facial expressions and know that your mind's elsewhere.

- **Avoid seeming judgmental.** In order to communicate effectively with someone, you don't have to like them or agree with their ideas, values, or opinions. However, you do need to set aside your judgment and withhold blame and criticism in order to fully understand a person. The most difficult communication, when successfully executed, can lead to the most unlikely and profound connection with someone.
- **Show your interest** in what's being said. Nod occasionally, smile at the person, and make sure your posture is open and inviting. Encourage the speaker to continue with small verbal comments like "yes" or "uh huh."

Active Listening

- Be attentive
- Be impartial
- Reflect back
- Summarize
- Avoiding distractions
- Paraphrase
- Clarifying



4.2 NON-VERBAL COMMUNICATION

Developing the ability to understand and use nonverbal communication can help you connect with others, express what you really mean, navigate challenging situations, and build better relationships at home and work.

- You can enhance effective communication by using open body language—arms uncrossed, standing with an open stance or sitting on the edge of your seat, and maintaining eye contact with the person you're talking to.
- You can also use body language to emphasize or enhance your verbal message—patting a friend on the back while complimenting him on his success, for example, or pounding your fists to underline your message.

4.2.1 Tips for improving how you read nonverbal communication

- **Practice observing people** in public places, such as a shopping mall, bus, train, café, restaurant, or even on a television talk show with the sound muted. Observing how others use body language can teach you how to better receive and use nonverbal signals when conversing with others. Notice how people act and react to each other. Try to guess what

their relationship is, what they're talking about, and how each feels about what is being said.

- **Be aware of individual differences.** People from different countries and cultures tend to use different nonverbal communication gestures, so it's important to take age, culture, religion, gender, and emotional state into account when reading body language signals. An American teen, a grieving widow, and an Asian businessman, for example, are likely to use nonverbal signals differently.
- **Look at nonverbal communication signals as a group.** Don't read too much into a single gesture or nonverbal cue. Consider all of the nonverbal signals you receive, from eye contact to tone of voice to body language. Anyone can slip up occasionally and let eye contact slip, for example, or briefly cross their arms without meaning to. Consider the signals as a whole to get a better "read" on a person.

4.2.2 Tips for improving how to deliver nonverbal communication

- **Use nonverbal signals that match up with your words.** Nonverbal communication should reinforce what is being said, not contradict it. If you say one thing, but your body language says something else, your listener will likely feel you're being dishonest. For example, you can't say "yes" while shaking your head no.
- **Adjust your nonverbal signals according to the context.** The tone of your voice, for example, should be different when you're addressing a child than when you're addressing a group of adults. Similarly, take into account the emotional state and cultural background of the person you're interacting with.
- **Use body language to convey positive feelings** even when you're not actually experiencing them. If you're nervous about a situation—a job interview, important presentation, or first date, for example—you can use positive body language to signal confidence, even though you're not feeling it. Instead of tentatively entering a room with your head down, eyes averted, and sliding into a chair, try standing tall with your shoulders back, smiling and maintaining eye contact, and delivering a firm handshake. It will make you feel more self-confident and help to put the other person at ease.

4.3 MANAGING STRESS

In small doses, stress can help you perform under pressure. However, when stress becomes constant and overwhelming, it can hamper effective communication by disrupting your capacity to think clearly and creatively, and act appropriately. When you're stressed, you're more likely to misread other people, send confusing or off-putting nonverbal signals, and lapse into unhealthy knee-jerk patterns of behavior. It's only when you're in a calm, relaxed state that you'll be able to know whether the situation requires a response, or whether the other person's signals indicate it would be better to remain silent.

To deal with stress during communication:

- **Recognize when you're becoming stressed.** Your body will let you know if you're stressed as you communicate. Are your muscles or your stomach tight and/or sore? Are your hands clenched? Is your breath shallow? Are you "forgetting" to breathe?
- **Take a moment to calm down** before deciding to continue a conversation or postpone it.
- **Bring your senses to the rescue** and quickly manage stress by taking a few deep breaths, clenching and relaxing muscles, or recalling a soothing, sensory-rich image, for example.

The best way to rapidly and reliably relieve stress is through the senses: sight, sound, touch, taste, and smell. But each person responds differently to sensory input, so you need to find things that are soothing to you.

- **Look for humor in the situation.** When used appropriately, humor is a great way to relieve stress when communicating. When you or those around you start taking things too seriously, find a way to lighten the mood by sharing a joke or amusing story.
- **Be willing to compromise.** Sometimes, if you can both bend a little, you'll be able to find a happy middle ground that reduces the stress levels for everyone concerned. If you realize that the other person cares much more about something than you do, compromise may be easier for you and a good investment in the future of the relationship.
- **Agree to disagree,** if necessary, and take time away from the situation so everyone can calm down. Take a quick break and move away from the situation. Go for a stroll outside if possible, or spend a few minutes meditating. Physical movement or finding a quiet place to regain your balance can quickly reduce stress.

4.4 EMOTIONAL AWARENESS

Emotional awareness provides you the tools needed for understanding both yourself and other people, and the real messages they are communicating to you. Although knowing your own feelings may seem simple, many people ignore or try to sedate strong emotions like anger, sadness, and fear. But your ability to communicate depends on being connected to these feelings. If you're afraid of strong emotions or if you insist on communicating only on a rational level, it will impair your ability to fully understand others, creatively solve problems, resolve conflicts, or build an affectionate connection with someone.

4.4.1 How emotional awareness can improve effective communication

Emotional awareness—the consciousness of your *moment-to-moment* emotional experience—and the ability to manage all of your feelings appropriately is the basis for effective communication.

Emotional awareness helps you:

- Understand and empathize with what is really troubling other people
- Understand yourself, including what's really troubling you and what you really want
- Stay motivated to understand and empathize with the person you're interacting with, even if you don't like them or their message
- Communicate clearly and effectively, even when delivering negative messages
- Build strong, trusting, and rewarding relationships, think creatively, solve problems, and resolve conflicts

4.4.2 Effective communication requires both thinking and feeling

When emotional awareness is strongly developed, you'll know what you're feeling without having to think about it—and you'll be able to use these emotional cues to understand what someone is really communicating to you and act accordingly. The goal of effective communication is to find a healthy balance between your intellect and your emotions, between thinking and feeling.

Here are some simple tips that will solve most communication issues in the workplace

- Have One Conversation at a Time.
- Look People in the Eye.
- Ask Two Questions (for confirmation and clarity).
- Write Things Down.
- Read and Respond to the Entire Email.
- Create a Response Schedule.
- Assume Best Intentions.
- Close the Loop.
- Be brief, succinct, and organized.
- Be free of jargon.
- Do not create resistance in the listener.

5.0 BARRIERS TO COMMUNICATION

1. *Verbal Communication Barriers*

- Attacking (interrogating, criticizing, blaming, shaming)
- "Your Messages, your way" (moralizing, preaching, advising, diagnosing)
- Showing Power (ordering, threatening, commanding, directing)
- Other Verbal Barriers: shouting, name calling, refusing to speak.

2. *Nonverbal Communication Barriers*

- Flashing or rolling eyes
- Quick or slow movements
- Arms crossed, legs crossed
- Gestures made with exasperation
- Slouching, hunching over
- Poor personal care
- Doodling
- Staring at people or avoiding eye contact
- Excessive fidgeting with materials

3. *Barriers to Listening*

- Forming a judgment before understanding what is being said, (jumping to conclusions).
- Hearing what we want to hear.
- Tuning out a point of view that differs from our own.
- Formulating and rehearsing our response.
- Being inattentive
- Having a closed mind- you do not want to hear what the person has to say.
- Feeling anxious or self-conscious.
- Judging the person, either positively or negatively.
- Subjective biases based on ignorance or prejudice.
- Cultural issues, e.g. listening to the differences in pronunciation of a different accent, rather than the content of the message.
- Excessive and incessant talking or interrupting.

Other barriers to communication

- The use of jargon.
- Unintended messages (leaked unintentionally from one to another, but which are truthful reflections of underlying thoughts or feelings).
- Emotional barriers and taboos.
- Differences in perception and viewpoint.
- Physical barriers e.g. distance, erected walls.
- Language barriers and the difficulty in understanding unfamiliar accents.
- Psychological barrier e.g. stress, anger.
- Physiological barriers e.g. hearing problem or speech difficulties.
- Systematic barrier e.g. lack of proper structure for information flow.
- Attitudinal barriers e.g. personality conflict, arrogance, lack of motivation.
- Gender barriers e.g. possibility for a man to misconstrue the words of a woman, or vice versa.

6.0 QUALITIES OF EFFECTIVE COMMUNICATION



6.1 The 7 Cs of Communication - A Checklist for Clear Communication

The 7 Cs provide a checklist for making sure that your meetings, emails, conference calls, reports, and presentations are well constructed and clear – so your audience gets your message. According to the 7 Cs, communication needs to be:

1. **Clear:** To be clear, try to minimize the number of ideas in each sentence. Make sure that it's easy for your reader to understand your meaning.
2. **Concise:** You stick to the point and keep it brief.
3. **Concrete:** There are details (but not too many!) and vivid facts, and there's laser-like focus.
4. **Correct:** It fits your audience. And correct communication is also error-free communication.
5. **Coherent:** It's logical. All points are connected and relevant to the main topic, and the tone and flow of the text is consistent..

6. **Complete:**The audience has everything they need to be informed and, if applicable, take action.
7. **Courteous:**Courteous communication is friendly, open, and honest. You keep your reader's viewpoint in mind, and you're empathetic to their needs.

7.0 SUMMARY

A significant point to note is that communication never occurs in a vacuum. Communication is inextricably linked to the particular context in which it occurs, which in turn has a major impact upon behaviour. Conversely, there is always a context presumed for the establishment of communication and the context which defines the boundary of the communication should not be jettisoned, otherwise, no communication.

Communication conveys information, information initiates response, response yields actions and actions define a man. The principle of communications defines man's life.

Basic Communication Principles

Everything we do is communication

The way we begin our message often determines the outcome of the communication

The way message is delivered always effects the way message is received