



# **Business Communication (HS-218)**

*Week 9 (Recorded Lecture Part 1)*

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# Audience Analysis

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# Who is My Audience?

- Your audience may include many people.
- In an organizational setting, a message may have **five audiences**.
  1. The **initial audience**—your supervisor or the client, for example—receives the message first and routes it to other audiences. Sometimes the initial audience also tells you to write the message.
  2. The **primary audience**—your supervisor, or the client, or your peers—will decide whether or not to act on your message.
  3. The **secondary audience** may be asked to comment on your message or to implement your ideas after they've been approved. Secondary audiences can also include lawyers and researchers who may use your message—perhaps years later—as evidence of your organization's culture and practices.



# Who is My Audience?

1. 4. A **gatekeeper** has the power to stop your message before it gets to the primary audience. The supervisor or executive assistant who decides whether or not you can speak to the boss is a gatekeeper. Occasionally, gatekeepers exist outside the organization. For example, regulatory boards are gatekeepers.
5. A **watchdog audience**—the media, boards of directors, and members of program advisory committees—has political, social, or economic power. The watchdog pays close attention to the communication between you and the primary audience and may base future actions on its evaluation of your message.

One person or group can be part of two audiences. Frequently, a supervisor is both the initial audience and the gatekeeper. The initial audience can also be the primary audience who will act on the message.



# Types of Audiences

## Checkpoint

### Five Kinds of Audiences

**Initial:** Is first to receive the message; may assign message.

**Primary:** Decides whether to accept recommendations; acts on message.

**Secondary:** Comments on message or implements recommendations.

**Gatekeeper:** Has the power to stop the message before it gets to primary audience.

**Watchdog:** Has political, social, or economic power; may base future actions on evaluation of message.

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# Why Is Audience So Important?

- When people know what's in it for them, they're more likely to pay attention and favourably respond to your message. Successful communicators analyze, identify, and meet the audience's needs.
- True communication involves an exchange of meaning. This meaning transfer is a complex process because each of us is unique and believes his or her own perceptions of reality (meaning) are true; therefore, misunderstandings can occur during any part of the process.
- Understanding what your audience needs and expects, and adapting your messages accordingly, greatly increase your chances of communicating successfully.
- The communication process is the most complex of human activities, and audience is central to that process.

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# The Communication Process

- We communicate unceasingly. Our audiences interpret our communication symbols unceasingly. Our words, tone, volume and rate of speech, posture, stance and gait, height and weight, hairstyle and hair colour, choice of clothing styles, materials, and colours, cell phone, iPod, and social media use—the thousands of symbols we use, intentionally and unintentionally, are perceived and translated according to our audience's perceptions, shaped by age, gender, culture, intelligence, and the experiences unique to every individual.
- Throughout the process, both sender and receiver construct meaning together. Genuine communication occurs when both parties agree on the meaning and significance of the symbols they are exchanging.

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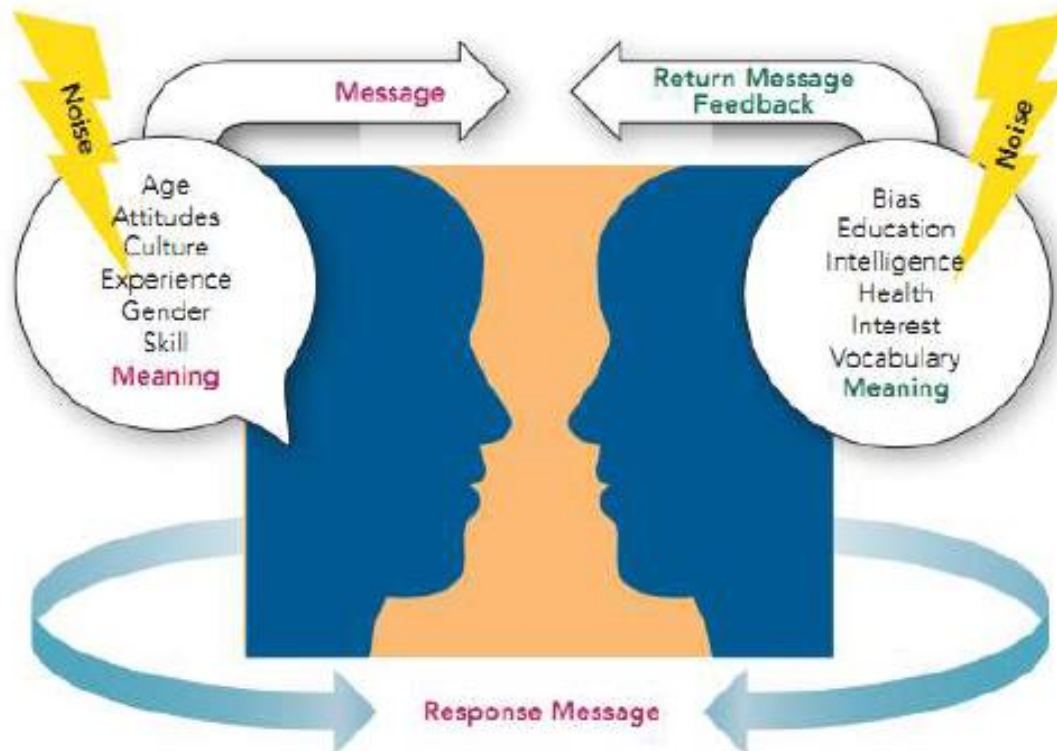
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# The Communication Process

**FIGURE 2.3** The Communication Process



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# The Communication Process

- Once the sender has chosen his symbols, he must transmit the message via a **channel**. Channels include cell phones, memos, smartphones, iPods, bill-boards, telephones, television, and radio, to name just a few.
- The receiver must **perceive** the message in order to receive it. That is, for e.g. he must have the physical ability to hear your request.
- Then he **decodes** the sender's words: he makes meaning from those symbols. Then he **interprets** the message chooses a response, and encodes it.
- The response is the **feedback**. Feedback may be direct and immediate, or indirect and delayed.
- Meanwhile, **noise** influences every part of the process. Noise can be physical or psychological.

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# The Communication Process

- **Channel overload** occurs when the channel cannot handle all the messages being sent. Two people may be speaking to you simultaneously, or a small business may have only two phone lines so no one else can get through when both lines are in use.
- **Information overload** occurs when more messages are transmitted than the human receiver can handle. Because of technology, information overload seems to be a constant modern complaint.
- Some receivers process information on a “first come, first served” basis. Some may try to select the most important messages and ignore others. Some depend on abstracts or summaries prepared by other people. None of these ways is completely satisfactory.
- At every stage, both sender and receiver can **misperceive**, **misinterpret**, choose badly, **encode poorly**, or **choose inappropriate channels**. **Miscommunication** also frequently occurs because every individual makes meaning using **different frames of reference**. We always interpret messages in the light of our perceptions, based on personal experiences, our cultures and subcultures, and the time in which we live.

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# The Communication Process & Audience

- Successful communication depends on identifying and establishing common ground between you and your audience.
  - Choose information that your audience needs and will find interesting.
  - Encode your message in words and other symbols the audience will understand.
  - Transmit the message along channels that your audience pays attention to.
  - Correctly identifying your audience and choosing audience-appropriate symbols (words, gestures, illustrations) guarantee a more accurate meaning transfer.
  - Moreover, choosing audience-appropriate symbols and channels means your message will attract and hold your audience attention.

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# What Do I Need To Know About My Audience?

- In general, you need to use **empathy** and critical-thinking tools. Empathy is the ability to put yourself in someone else's shoes, to feel with that person. Empathy requires being audience-centred because the audience is not just like you.
- **Critical thinking** involves gathering as much information as you can about someone or something, and then making decisions based on that information. You need to use your research and your knowledge about people and about organizations to predict likely responses.
- Analyzing Individuals and Members of Groups by :
  - **Demographic Profile**
  - **Psychographic Profile**

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# Demographic Profile

- Demographic characteristics can be objectively quantified, or measured, and include age, gender, religion, education level, income, location, and so on.
- Businesses and governments use a variety of demographic data to forecast people's behaviours, and to design their strategies accordingly.
- Sometimes demographic information is irrelevant; sometimes it's important. Does age matter?
- Almost always, since people's perspectives and priorities change as they grow older.

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# Psychographic Profile

- Understanding and adapting to your primary audience's personality can also help make your message more effective.
- Personality and learning style assessment instruments can provide you with useful insights into your own and others' behaviours.
- A popular assessment tool, the **Myers-Briggs Type Indicator**, uses four dimensions to identify personality preferences:
  - 1. **Introvert–extrovert**: The source of one's energy. Introverts get their energy from within; extroverts are energized by interacting with other people.
  - 2. **Sensing–intuitive**: How someone gathers information. Sensing types gather information systematically through their senses. Intuitive types see relationships among ideas.
  - 3. **Thinking–feeling**: How someone makes decisions. Thinking types use objective logic to reach decisions. Feeling types make decisions that “feel right.”
  - 4. **Judging–perceiving**: The degree of certainty someone needs. Judging types like organization, and prefer to finish one task before starting another. Perceptive types like possibilities, like to keep their options open, and may interrupt their work on one task to start another.

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# Psychographic Profile

- **Psychographic characteristics** are **qualitative** rather than quantitative and include values, beliefs, goals, and lifestyles.
- Knowing what your audience finds important allows you to organize information in a way that seems natural to your audience, and to choose appeals that audience members will find persuasive.
- **Past Behaviour** Experts in human behaviour believe that we can analyze and predict people's future actions based on their past behaviours: the more recent the behaviour, the more accurate the prediction.
- On this premise, employers are using **behavioural-based interviews** ("Tell me about a situation in which you ran into conflict. What happened and how did you deal with it?") to assess a candidate's potential.



# Any Questions?



**If you have any questions regarding this Part of Recorded Lecture, you can ask in the live session at your scheduled live session timings.**

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**Thank you**

