

Professional Communication



Communication

- The word communication is derived from the Latin word “communis” which means *common*.
- We spend most of our life communicating.
- Therefore it needs proper understanding and application for sophistication of our activities.
- Communication is meeting of minds, for transfer of ideas.



A definition of communication

Communication is a process of transfer, exchange, sharing of ideas, thoughts, feelings etc in such a way that the mental picture envisioned by the sender is the same as that perceived by the receiver.

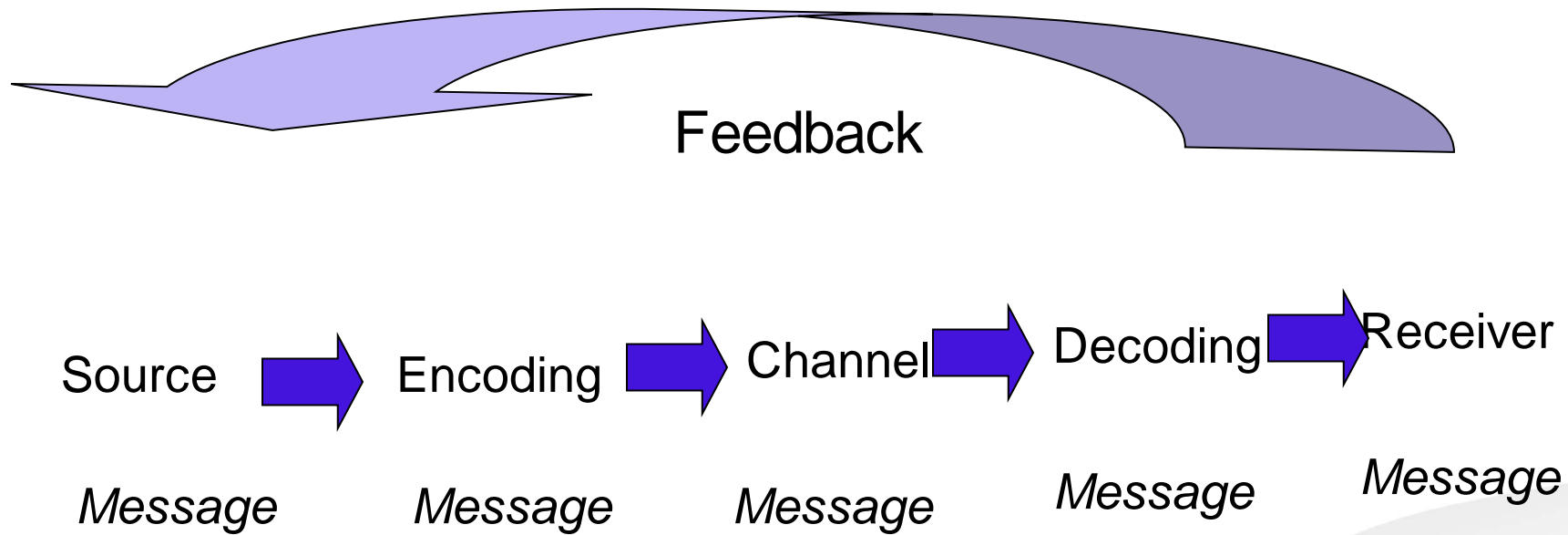


Characteristics of communication

- Two way process
- Continuous
- Essential
- Has an objective or a purpose
- Pervasive across all walks of life.



The Communication Process



Importance of Feedback

- We may say that communication has occurred only when the message has been understood.
- Understanding occurs in the mind of the receiver.
- Feedback is critical to ensure that accurate understanding of the message has occurred.



Constructive and Destructive feedback

Constructive

- tries to improve the current situation.
- positive and correct tone of message.
- e.g-The design needs to be reviewed from the practical angle and minute issues.

Destructive

- Derogatory
- Hurting
- Harmful

e.g-This design is absolutely useless and impractical and lacks attention to little details.



Feedback

Some points while giving feedback:

- Avoid giving bitter feedback directly
- Look at areas that can be improved upon
- Do not highlight the negative areas too much
- Do not settle your personal scores while giving feedback
- Explain your limitations
- Take time to give feedback



Feedback

Some points while receiving feedback:

- Listen to the person and be more open to receive feedback
- Avoid giving justifications as much as possible
- Focus on the key areas where you can improve
- You may choose to ignore some of the feedback given



Communication Patterns-Underlying theories

- JOHARI WINDOW

Analyses self in relation to others.

Helps increase knowledge about receiver and sender.

Improves interpersonal communication through feedback and disclosure.

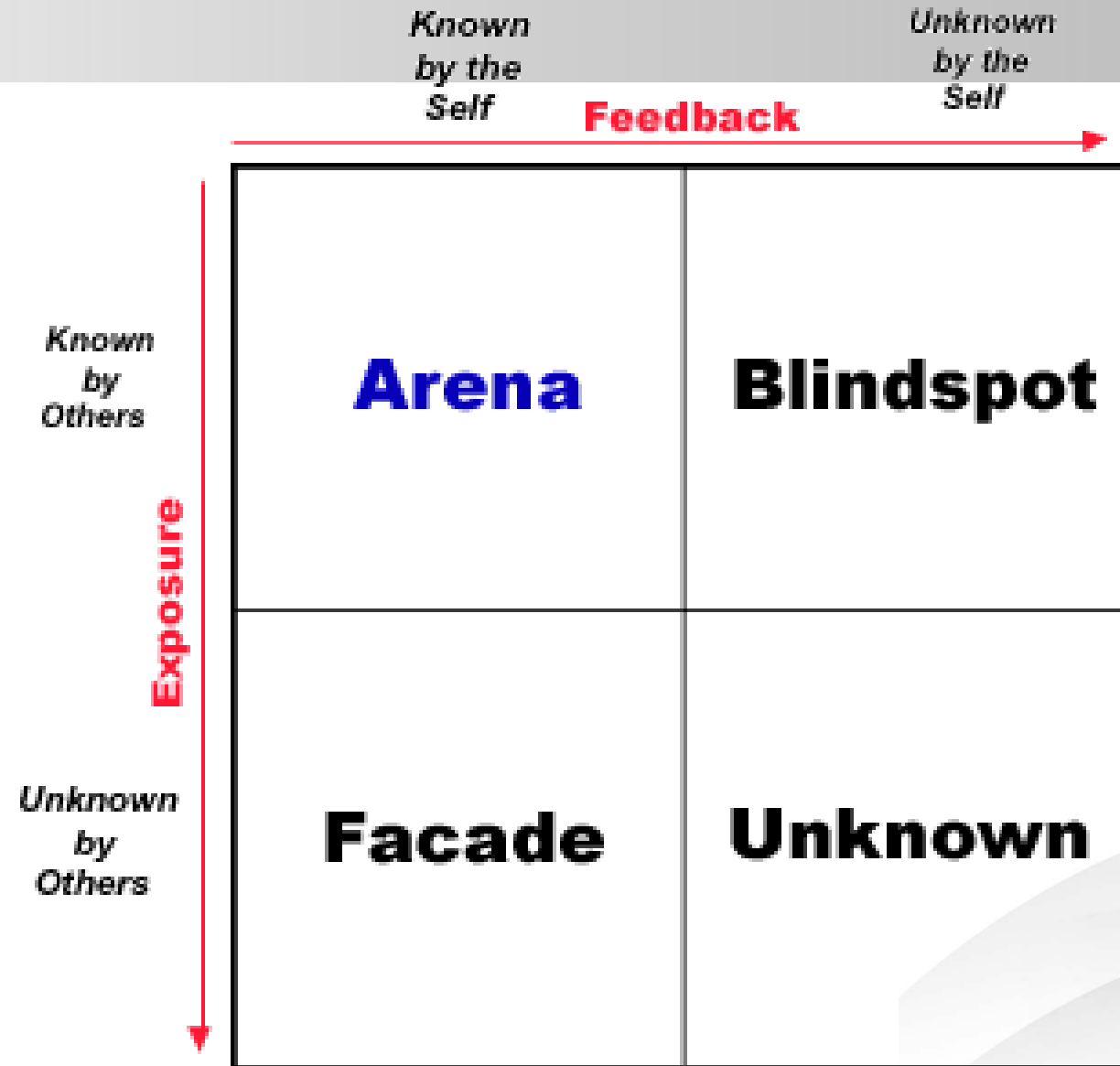
- TRANSACTIONAL ANALYSIS

Provides explanation of communication patterns.

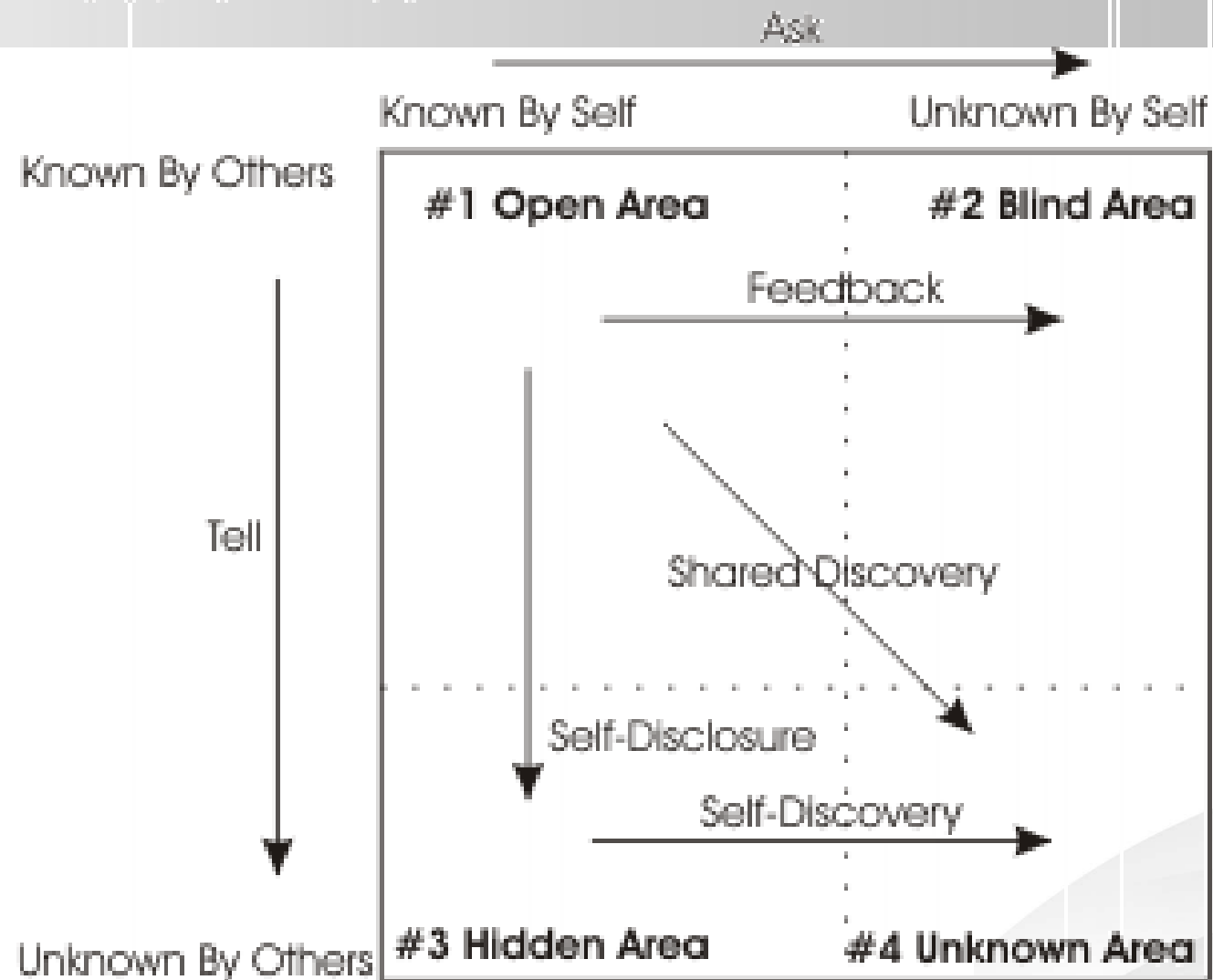
Helps to recognize Ego states and modify transactions.

Increases successful communication

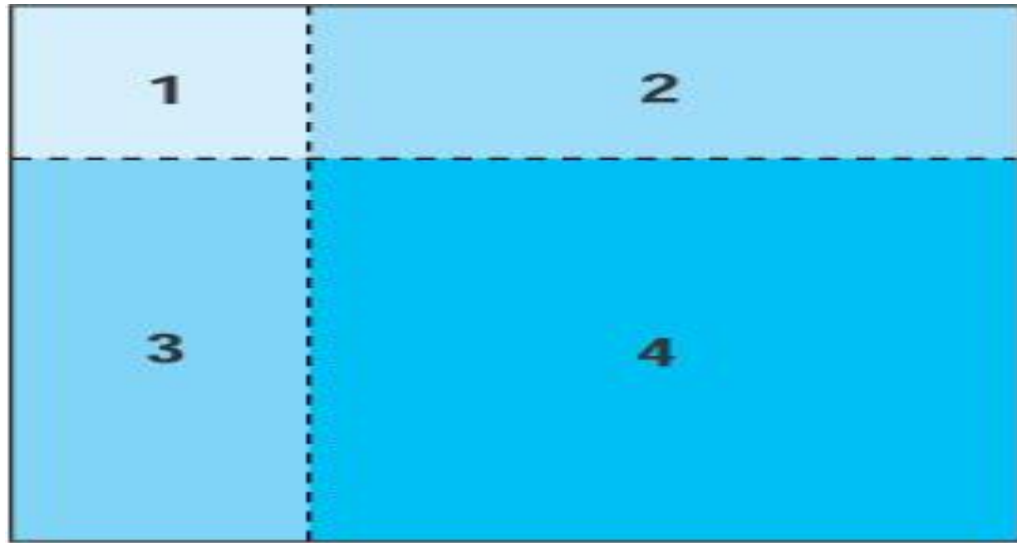




The Johari Window



At the Beginning of a Relationship (left)
After a Closer Relationship Has Developed (right)



(a) Beginning of relationship



(b) A closer relationship



Key Points:

- In most cases, the aim in groups should be to develop the Open Area for every person.
- Working in this area with others usually allows for enhanced individual and team effectiveness and productivity. The Open Area is the 'space' where good communications and cooperation occur, free from confusion, conflict and misunderstanding.
- Self-disclosure is the process by which people expand the Open Area vertically. Feedback is the process by which people expand this area horizontally.
- By encouraging healthy self-disclosure and sensitive feedback, you can build a stronger and more effective team. Most people want and need accurate feedback from coworkers and supervisors.



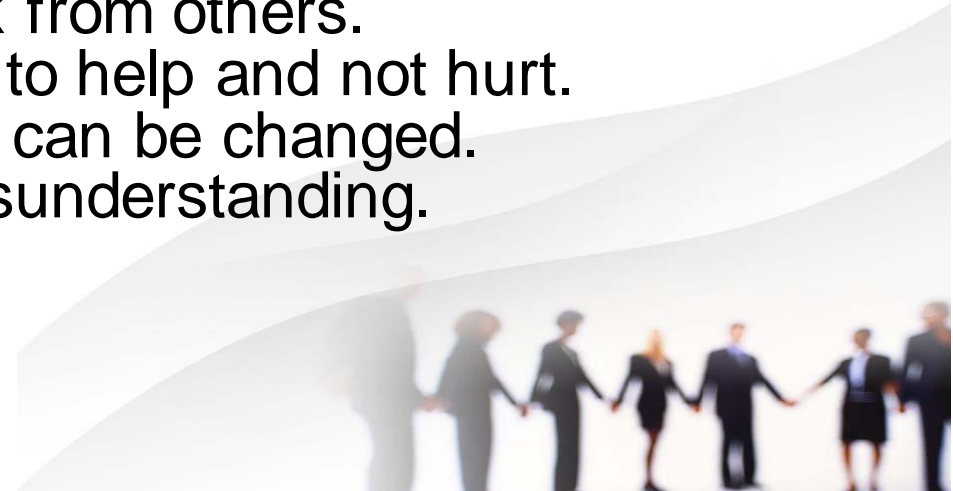
Key Points:

Relevant due to modern emphasis on behavior, soft skills, empathy, cooperation, team effectiveness, interpersonal development.

Open communication is the key to job satisfaction and personal growth.

Self-disclosure promotes communication within an organization. Individuals can build trust and make strong teams by disclosing information about themselves.

People can learn about themselves and come to terms with personal issues with the help of feedback from others.
Feedback should be constructive: meant to help and not hurt.
It should be focused on the behavior that can be changed.
Feedback should be clarified to avoid misunderstanding.



A large open window can pave the way for:

Increased accuracy in communication

Reduction of stress

Increased self-awareness

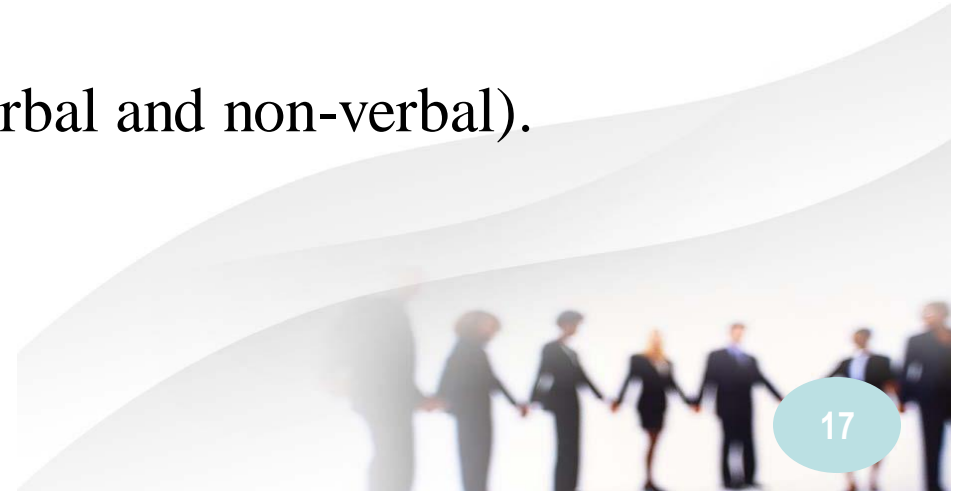
Stronger interpersonal relationships

Helps to overcome perceptual barriers



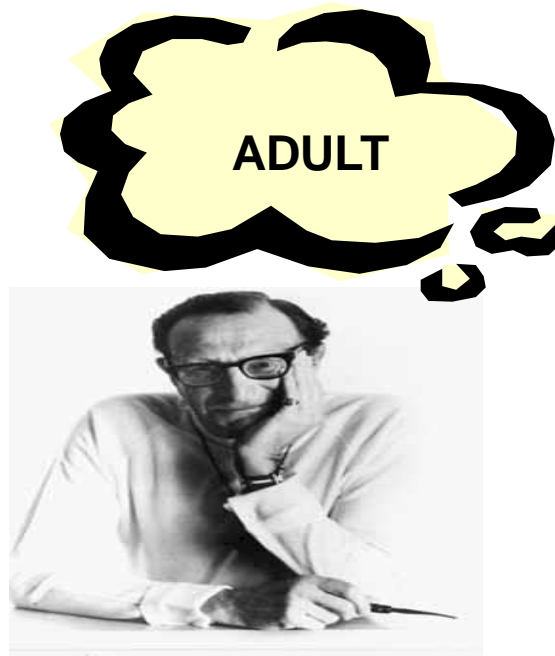
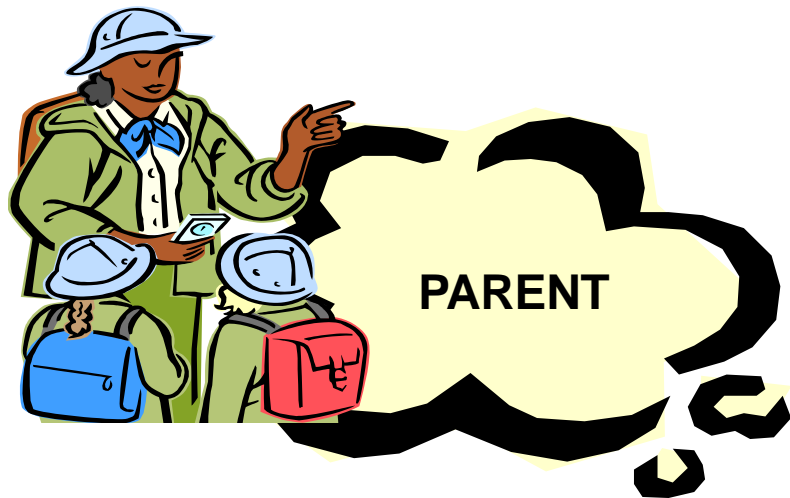
Transactional analysis (Eric Berne – 1910-1970)

- It is about analyzing and understanding human communication.
- Based on psychoanalytic traditions of Sigmund Freud.
- The basic premise is that human personality is constructed of three ego-states.
 - Child ego state
 - Adult ego state
 - Parent ego state
- The ego states can be predicted as behavioral states (verbal and non-verbal).
Typical behaviors are specific to each ego-state.



Ego States

- Berne believed that when we interact with other people, our state of mind affects what happens
- He believed that there were three states of mind in all humans, no matter how old they were, called **ego states**.

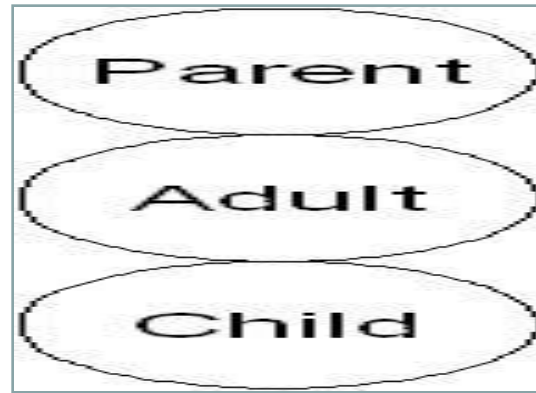


Transactional analysis

According to Berne, an **ego state** is a consistent pattern of feeling and experience directly related to a corresponding consistent pattern of behavior.



TRANSACTIONAL ANALYSIS



- Each **ego state** has particular verbal and non-verbal characteristics, which can be observed, if you are watching people.
- Each **ego state** has a positive and negative aspect



Transactional analysis

The **parent** is the ego state that contains the external events that were imposed on people in the first five years of their life. These are constructs that are imposed on the child.

Examples would be

'Don't talk to strangers,'

'Always hold a grown-up's hand when you cross the street,' or

'Don't touch a hot stove.'



Transactional analysis

The **child** is the ego state that contains the feelings and emotions related to the external events that were imposed on a person in the first five years of life. These feelings or emotions are replayed in the person's mind when the corresponding external event is recalled.

Examples would be

'Being approached by a strange person makes me feel nervous,'

'I feel safe when I hold someone's hand,' or

'I am scared of being burned.'

Transactional analysis

The last ego state is the **adult**. The adult is the ego state that evaluates what is really going on and makes independent decisions about the world. This ego state begins forming as soon as we gain the ability to control aspects of our environment. It allows a person to compare what they are told about the world with what they feel and experience.

Let's use the hot stove as an example. The adult is told by the parent not to touch a hot stove and recognizes that the child's fear of being burned is reasonable. Therefore, the adult determines to use caution when it's necessary to use a hot stove.

Transactional analysis

Parent

- There are two forms of Parent we can play.
- The *Nurturing Parent* is caring and concerned and often may appear as a mother-figure (though men can play it too). They seek to keep the Child contented, offering a safe haven and unconditional love to calm the Child's troubles.
- The *Controlling (or Critical) Parent*, on the other hand, tries to make the Child do as the parent wants them to do, perhaps transferring values or beliefs or helping the Child to understand and live in society.
- Parent is our TAUGHT concept of life.

Recognizing the Parent State

A person in CP state may:

- Use a patronizing, critical or disapproving tone of voice
- Use aggressive gestures
- Come across as judgmental, authoritarian
- Be intimidating or controlling



Recognizing the Parent State

A person in a NP stated is likely

- Use a loving, caring, comforting or concerned tone of voice
- Use open, encouraging gestures, smiling, leaning forward, nodding of head
- Have a caring, understanding attitude



Transactional analysis

Adult

- the Adult in us is the 'grown up' rational person who talks reasonably and assertively,
- neither trying to control nor reacting aggressively towards others.
- The Adult is comfortable with themselves and is the THOUGHT concept of life..



ADULT EGO STATE

- It is related to current reality and object gathering of information.
- Organized, adaptable, intelligent, functions by reality, estimating probabilities.
- Problem solving comes from this ego state.
- When you are dealing with current reality, gathering facts and computing objectively, you are in your Adult Ego State

P

C

A



Recognizing the Adult State

A person in an Adult ego state is likely to

- Speak in an even voice
- Have an erect posture and use open gestures
- Be alert and thoughtful about a problem they are facing
- Clarify the situation by careful questioning
- Hypothesize and process information
- Use words like *correct, how, what, why, practical, quality*



Transactional analysis

Child our FELT concept of life.

- *Free Child*: The natural child in all of us.
- The *Adaptive Child* reacts to the world around them, either changing themselves to fit in or rebelling against the forces they feel.



The Child State

- **Free child**

Impulsive and
carefree behaviors,

Communicating through
feeling

- **Adapted child**

Submissive and conforming
behaviors,

Looking for approval and
reassurance



Recognizing the Child State

A person in a free child state:

- Uses words as wow, great, ouch, want
- Talk loudly, energetically, free of constraint
- Use spontaneous gestures and expressions
- Be curious, fun-loving, changeable



© Can Stock Photo



Recognizing the Child State

A person in adapted child may:

- Use words such as can't, try, hope, please, perhaps, wish
- Come across as innocent, helpless, sad, scared
- Act in a defiant, ashamed or compliant way



▪ ***People generally exhibit all three Ego states.***

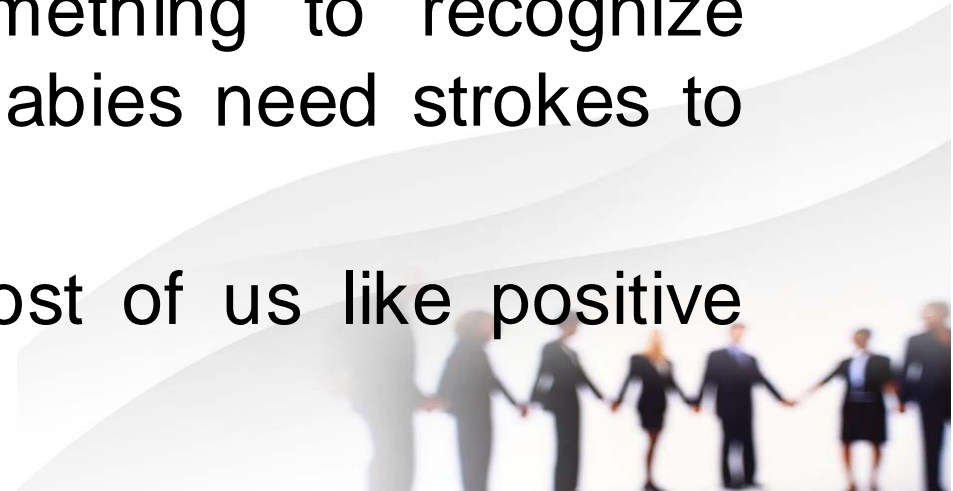
▪ ***All three Ego states are necessary to healthy personality***

▪ **People can change the frequency of one ego state by concentrating or developing another**



Human communication

- In transactional analysis the basic unit of communication is termed as **stroke**.
- **These strokes may be-**
 - **Positive**
 - **Negative**
- **Stroke** is a “unit of human recognition”.
- A stroke can be a look, a nod, a smile, a spoken word, a touch. Any time one human being does something to recognize another human being, that is a stroke. Babies need strokes to survive.
- Strokes can be positive or negative. Most of us like positive strokes better than negative ones.



Transactions

- **Transaction** is defined as the phenomenon of change of strokes.
- As **exchange is fundamental** to daily human life, the exchange of strokes leading towards different transactions are fundamental to human communications.



Human Interaction Analysis

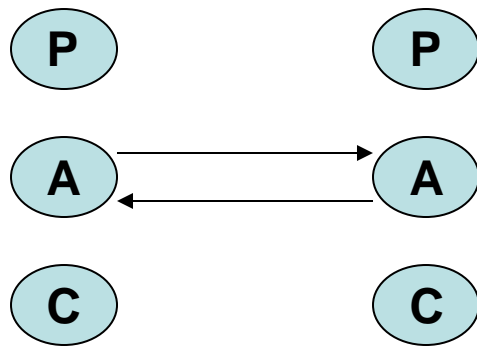
- A transaction = any interaction or communication between 2 people
- People send and receive messages out of and into their different ego states
- How people say something (what others hear?) is just as important as what is said
- Types of communication, interactions
 - 1) Complementary
 - 2) Crossed
 - 3) Ulterior



Complementary 'Transactions'

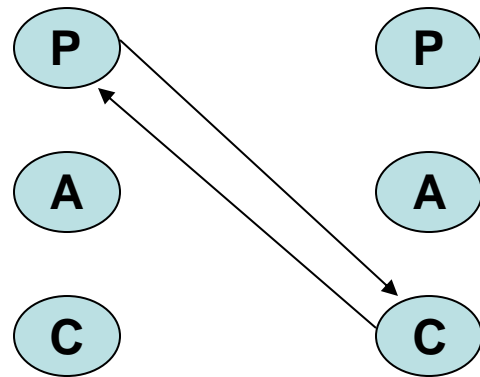
- Interactions, responses, actions regarded as appropriate and expected from another person.
- Parallel communication arrows, communication continues.

Example 1: #1 What time do you have?
 #2 I've got 11:15.



Complementary 'Transactions' cont'd

Example 2:



#1 You're late again!

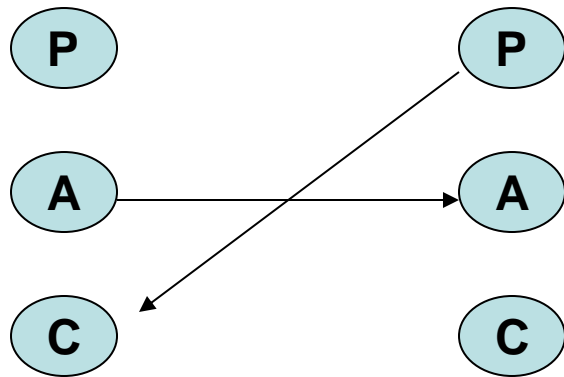
**#2 I'm sorry. It won't happen
again.**



Crossed 'Transactions'

- Interactions, responses, actions NOT regarded as appropriate or expected from another person.
- Crossed communication arrows, communication breakdown.

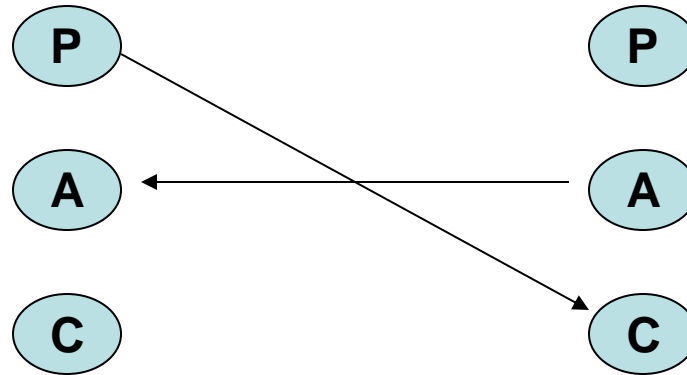
Example 1 #1 What time do you have?
 #2 There's a clock on the wall, why don't you figure it out yourself?



Crossed 'Transactions' cont'd

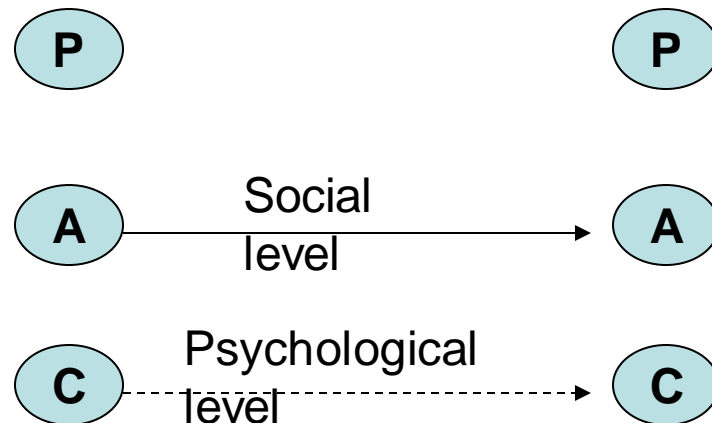
Example 2

#1 You're late again!
#2 Yeah, I know, I had a flat tire.



Ulterior 'Transactions'

- Ulterior – existing beyond obvious
- Overt (directly observable) and
- Covert (more at psychological level) type messages conveyed simultaneously
- The hidden messages may be misinterpreted.



- Interactions, responses, actions which are different from those explicitly stated

Example#1 "This car is too racy for you!"



TA can help you

- Respond to a person and situation more appropriately.
- Build rapport.
- Understand someone else's needs.
- Deal more effectively with difficult people.
- Be assertive.
- Understand how and why you behave the way you do.



Seven C's of Effective Communication

1. Completeness
2. Conciseness
3. Consideration
4. Concreteness
5. Creativity
6. Courtesy
7. Correctness



Completeness

- **Five W's**

- One way to make your message complete is to answer the five W's.
- WHO?
- WHAT?
- WHEN?
- WHERE?
- WHY?
- The five question method is useful when you write requests, announcements, or other informative messages.
- For instance, to order (request) merchandise, make clear WHAT you want, WHEN you need it, WHERE it is to be sent.



Who, what, when, where, why.

Hi everyone,
I just wanted to send you all a reminder about the meeting we're having tomorrow!
See you then,
Mukesh

Hi everyone,
I just wanted to remind you about tomorrow's meeting on the new telecommuting policies.
The meeting will be at 10:00 a.m. in the second-level conference room. Please let me know if you can't attend.
See you then,
Mukesh



Completeness

- I did not hear from your company, after complaining to the customer care twice.

VS

- I had registered a complaint with the customer care (reference number/ complaint numbers 12 and 23) on 16th February 2017, and 23rd February 2017, respectively. Can you please let me know the status of the complaint?



Completeness

- I will reach Delhi airport tomorrow.

vs

- I will reach Delhi international airport by Jet Airways at 8 a.m. on 25th February 2017.



2) Conciseness

- Conciseness means “convey the message by using fewest words”.
- “Conciseness is the prerequisite to effective business communication.”
- A concise message saves the time and expenses for both the parties.



How To achieve conciseness ?

For achieving the conciseness you have to consider the following.

- 1.Avoid wordy expression
- 2.Include only relevant material
- 3.Avoid unnecessary repetition.



Avoid Wordy Expression

- Last financial year, the room sales for our hotel were average, and the figures went up merely by a small percentage. One may list a number of reasons for this performance. Some of the important factors can be the quality of marketing activities undertaken by our company. Moreover, the recession had its impact.

or

- The financial year 2016-17 saw a mere 5 percent growth in the sale of rooms, compared to the last financial year. The major reason for this average performance was our inability to tap into the corporate space. The recessionary trend in the market was another reason.



Avoid Wordy Expression

- We are pleased to inform you that the corrected bill that you have sent us looks better than the previous one.

vs

- We have received your corrected bill.
- Please refer to the email sent by Rahul and you are expected to complete the assignment and send it across by today evening.

vs

- With reference to Rahul's email dated 5th August 2017, please submit your assignments by 5 this evening.



Avoid Wordy Expression

- The revenues were up this year by a significant margin.
vs
- The revenues were up by 40%.
- We deeply regret the fact that the prices are up.
vs
- We regret the increase in prices.



Avoid Wordy Expression

- E.g. **Wordy:-** at this time.

Instead of “**at this time**” you can just use only a concise word:- **NOW** ,

Always try to use “**To the point Approach**” in business scenario perspective.



Avoid filler words/ phrases

"for instance,"

"you see,"

"definitely,"

"kind of,"

"literally,"

"basically,"

"I mean."



Include only relevant information

- Always try to provide **only relevant** information to the receiver of the message.
- Lets say one of your customer requested
 - for clients of the company
 - in reply you should provide simply list of clients at the panel of your company.
 - No need to provide detailed business information about client at all.
- Observe the following suggestions to “Include only relevant information.”
 - Stick to the purpose of message
 - Delete irrelevant words
 - Avoid long introduction, unnecessary explanation etc.
 - Get to the important point concisely.



Avoid unnecessary repetition

- Some times repetition is necessary for focusing some special issue.
- But when the same thing is said two or three times without a valid reason, the message become wordy and boring.
- That's why try to avoid unnecessary repetition.



Some ways to eliminate unnecessary words

- Use shorter name after you have mentioned the long one. e.g.
- Spectrum communications Private limited use **spectrum**.
- Use pronouns or initials E.g.
Instead of world trade organization use WTO
or You can use IT for Information Technology.(keeping in views that receiver knows about these terms)



3) Consideration

- Consideration means – To consider the receiver's Interest/Intention.
- It is very important in effective communication while writing a message you should always keep in mind your target group



Three specific ways to indicate consideration

- i-Focus on “you” instead of “I” or “We”
 - ii-Show audience benefit or interest of the receiver
 - iii-Emphasize positive, pleasant facts.
- Using “you” helps you, but over use lead a negative reaction.



Always write a message in such a way
as to show how audience should be
benefited from it.



We attitude

We are delighted to announce that we will extend to make shopping more enjoyable and longer...

You attitude

“You will be able to shop in the evening with the extended hours.”



Readers may react positively when benefit are shown to them.

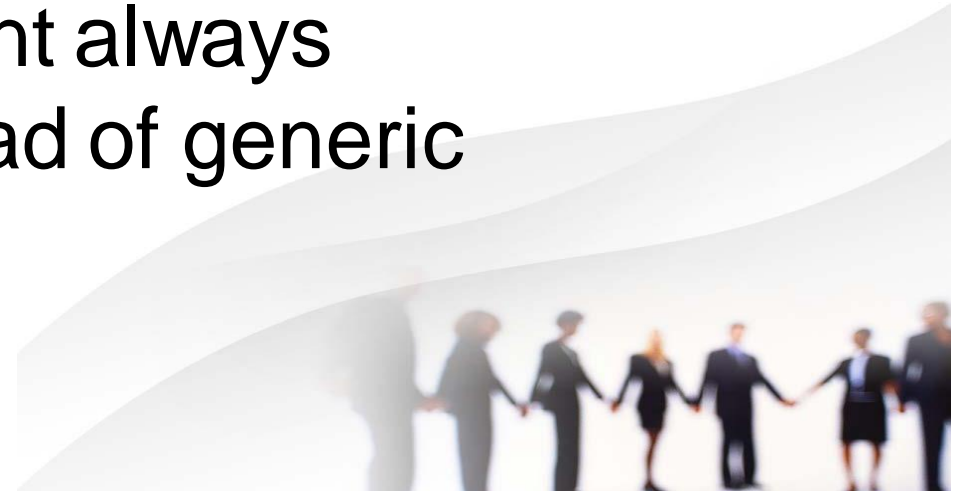
Always try to address his/her **need** and **want**.

- Always show/write to reader..... what has been done so far as his/her query is concerned.
- Always avoid that has not been done so far.



4) Concreteness

- It means that message should be **specific** instead of **general**.
Misunderstanding of words creates problems for both parties (sender and receiver).
- When you talk to your client always use facts and figures instead of generic or irrelevant information.



The following guidelines should help you
to achieve the **Concreteness.**

i- use specific facts and figures

ii-choose unambiguous words



General

He is very intelligent student of class and stood first in the class.

vs

Concrete

Rahul's GPA in B.Tech. Electrical Engineering 2014 even semester was 3.95/4.0; he stood first in his class.



Creativity

- Message able to hold attention of receiver.
- Use of images, charts etc creatively.
- Expression that is non-routine and out of the box.



Courtesy

- Knowing your audience allows you to use statements of courtesy; be aware of your message receiver.
True courtesy involves being aware not only of the perspective of others, but also their feelings. courtesy stems from a sincere you-attitude.
- It is not merely politeness with mechanical insertions of “please” and “Thank you” .
- Although applying socially accepted manners is a form of courtesy , it is politeness that grows our respect and concern for others.

Courteous communicators generate a special tone in their writing and speaking.



Email 1

Ramesh,

I wanted to let you know that I don't appreciate how your team always monopolizes the discussion at our weekly meetings. I have a lot of projects, and I really need time to get my team's progress discussed as well. So far, thanks to your department, I haven't been able to do that. Can you make sure they make time for me and my team next week?

Thanks,

Suresh



Email 2

Hi Ramesh,

I wanted to write you a quick note to ask a favor. During our weekly meetings, your team does an excellent job of highlighting their progress. But this uses some of the time available for my team to highlight theirs. I'd really appreciate it if you could give my team a little extra time each week to fully cover their progress reports.

Thanks so much, and please let me know if there's anything I can do for you!

Best,

Suresh



How to generate a Courteous Tone ?

The following are suggestions for generating a courteous tone:

- Be tactful, thoughtful and sincerely appreciative.
- Use expressions that show respect for the others.
- Choose nondiscriminatory expressions.



Tactless, Blunt	More Tactful
Stupid letter; I can't understand.	Could you please explain it once again ..?
Its your fault, you did not properly read my latest email.	Let me try if I can change my wording to make you understand better.



Never use offensive words

- This report is useless
- Your behaviour was irresponsible.
- Your laziness towards work has created all this mishap.
- This report needs more clarity.
- You will need to behave more professionally.
- A little more focus on work would have been more productive.



Thoughtfulness and Appreciation

Writers/ speakers who send/ speak cordial, courteous messages of deserved congratulations and appreciation (to a person inside & outside) help to build goodwill.



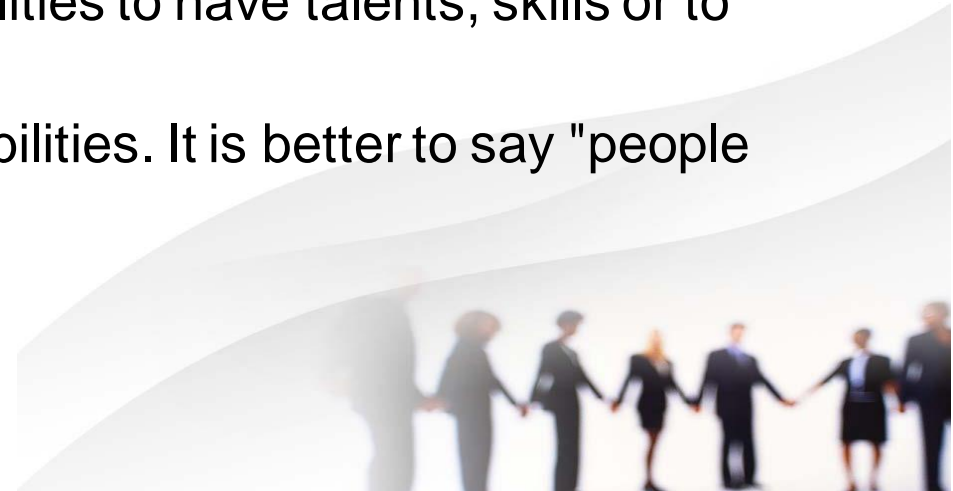
Choose nondiscriminatory expressions

- Use gender-neutral words
 - Neutralise any reference to gender, like using "they" as a third person singular pronoun instead of "he" or "she"
 - or instead of using 'he', use he/she or s/he
 - Use gender-neutral words like chairperson (instead of chairman) or police officer (instead of policeman)
- Use appropriate disability wording
(respectful disability language is important)
- Do not mention age



When talking about disability

- Do not refer to a person's disability unless it is relevant. For example, don't ask "What's wrong with you?" or refer to the "girl in the wheelchair".
- Use "disability" rather than "handicap" to refer to a person's disability. When talking about or referring to parking spaces or bathroom stalls used by people with disabilities say "accessible" or "disabled" parking or "accessible" or "disabled" access stall.
- Never use "cripple/crippled" or "mental" when talking about disability in general or the person.
- Don't portray people with disabilities as overly courageous, brave, special, or superhuman. This makes it sound like it is unusual for people with disabilities to have talents, skills or to live life like everyone else.
- Don't use "normal" to describe people who don't have disabilities. It is better to say "people without disabilities" if necessary to make comparisons.



Words to use and avoid regarding disabled

AVOID:

Crazy, insane • Cripple, lame • Handicapped, physically challenged, special • Retarded, slow • Wheelchair-bound • Brain-damaged • Dwarf, midget, little person • Invalid, deaf, dumb, deaf-mute • Deformed

USE:

Psychiatrically disabled • Disabled • Cognitively disabled • People with disabilities • Visually impaired, Hearing-impaired • Wheelchair user • Someone of short stature • Developmentally disabled • Learning disabled



7) Correctness

At the core of correctness is proper grammar, punctuation and spelling.

however, message must be perfect grammatically and mechanically

. The term correctness, as applied to business messages also mean three characteristics

- o Use the right level of language
- o Check the accuracy of figures, facts and words
- o Maintain acceptable writing mechanics



Use the right Level of Language

Three levels of language

1. Formal
2. Informal
3. Substandard.



Formal and Informal Words

Formal writing is often associated with scholarly writing: doctoral dissertations, scholarly, legal documents, top-level government agreements and other material where formality is demanded.

Informal writing is more characteristic of business writing. Here you use words that are short, well-known and conversational as in this comparison list:

More Formal

Participate

Endeavor

Ascertain

Utilize

Interrogate

less formal

Join

try

find out

use

question



Substandard Language

Avoid substandard language. Using correct words, incorrect grammar, faulty pronunciation all suggest an inability to use good English. Some examples follow:

Substandard

Ain't

Can't hardly

Aim to proving

Desirous to

Stoled

More Acceptable

isn't, aren't

can hardly

aim to prove

desirous of

stolen



Facts and Figures Accuracy

Check Accuracy of Facts, Figures and words

It is impossible to convey meaning precisely, through words, from the head of the sender to a receiver. Our goal is to be as precise as possible, which means checking and double-checking to ensure that the figures, facts and words you use are correct.

“A good check of your data is to have another person read and comment on the validity of the material”

Figures and facts

- Verify your statistical data
- Double-check your totals
- Avoid guessing at laws that have an impact on you, the sender and your organization.
- Have someone else read your message if the topic involves data.
- Determine whether a “fact” has changed over time



Proper Use of Confusing Words!

Our **Language** (Any) is constantly changing. In fact, even dictionaries can not keep up with rapid change in our language. the following words often confusing in usage:

A, An use a before consonants and consonants sounds or a long " u" sound. Use an before vowels.

Accept, except accept is a verb and means to receive. except is a verb or a preposition and relates to omitting or leaving out.

Anxious, eager Anxious implies worry, eager conveys keen desire



Proper Use of Confusing Words!

- Adopt/ adapt
- Advise/ advice
- Affect/ effect
- Allusion/ illusion
- Principal/ principle
- Compliment/ complement
- Criterion/ criteria
- Phenomenon/ phenomena
- Fortunate/ fortuitous
- Idol/ idle
- Desert/dessert



Challenges while sending and receiving a message

- Unclear ideas
- Wrong or inappropriate medium
- Noises or breakdowns during communication
- Message ignored or missed due to information clutter
- Meaning of messages not interpreted the way they were meant
- Low impact of messages and consequent poor response.



Challenges while sending a message

Unclear ideas

Many messages to be addressed.

Multiple thoughts in the same message.

SOLUTION:

- *Stay focused on your message and the reason for sending it (purpose of sending the message).*
- *Communicate different pieces of information with separate messages.*
- *Do not combine messages and confuse the audience.*



Challenges while sending a message

- Wrong or inappropriate medium
 - Use suitable media
 - Each medium has its uses and shortcomings.
 - Check requirements: type of message, speed, documentation
- Noises or breakdowns during communication
 - Barriers



Challenges while receiving a message

- Message ignored or missed due to information clutter
 - Solution: target the right audience
 - Message should be easy to grasp
- Meaning of messages not interpreted the way they were meant
 - Be objective and concrete
- Low impact of messages and consequent poor response.



Barriers to Communication

- *Sender oriented barriers*- Sender's way of framing the message, language, interpersonal behaviour, attitude, frame of reference, complexes, editing, distortion of message, perceptual bias.
- *Verbal and non-verbal barriers* Linguistic, semantic, punctuation, wrong selection of medium, poor vocabulary, emotions, signs, body language.
- *Cross cultural barriers*-difference in approaches to communicate due to cultural nuances.
- *Physical barriers*- noise, filters, failure of communication channels, age, gender, distance.



Language and semantics

- Different languages, different dialects
- Semantics: the study of meanings in language
 - lie, date, set, Braces
 - Rain, rein, reign / quite, quiet/ no, know.
- Punctuation
 - Godisnowhere
 - A woman without her man is nothing.
 - Let's eat grandma.



CROSS-CULTURAL BARRIERS



Cross cultural barriers

Difference in approaches to communicate due to cultural nuances.

‘soon’,

‘eye contact’,

time,

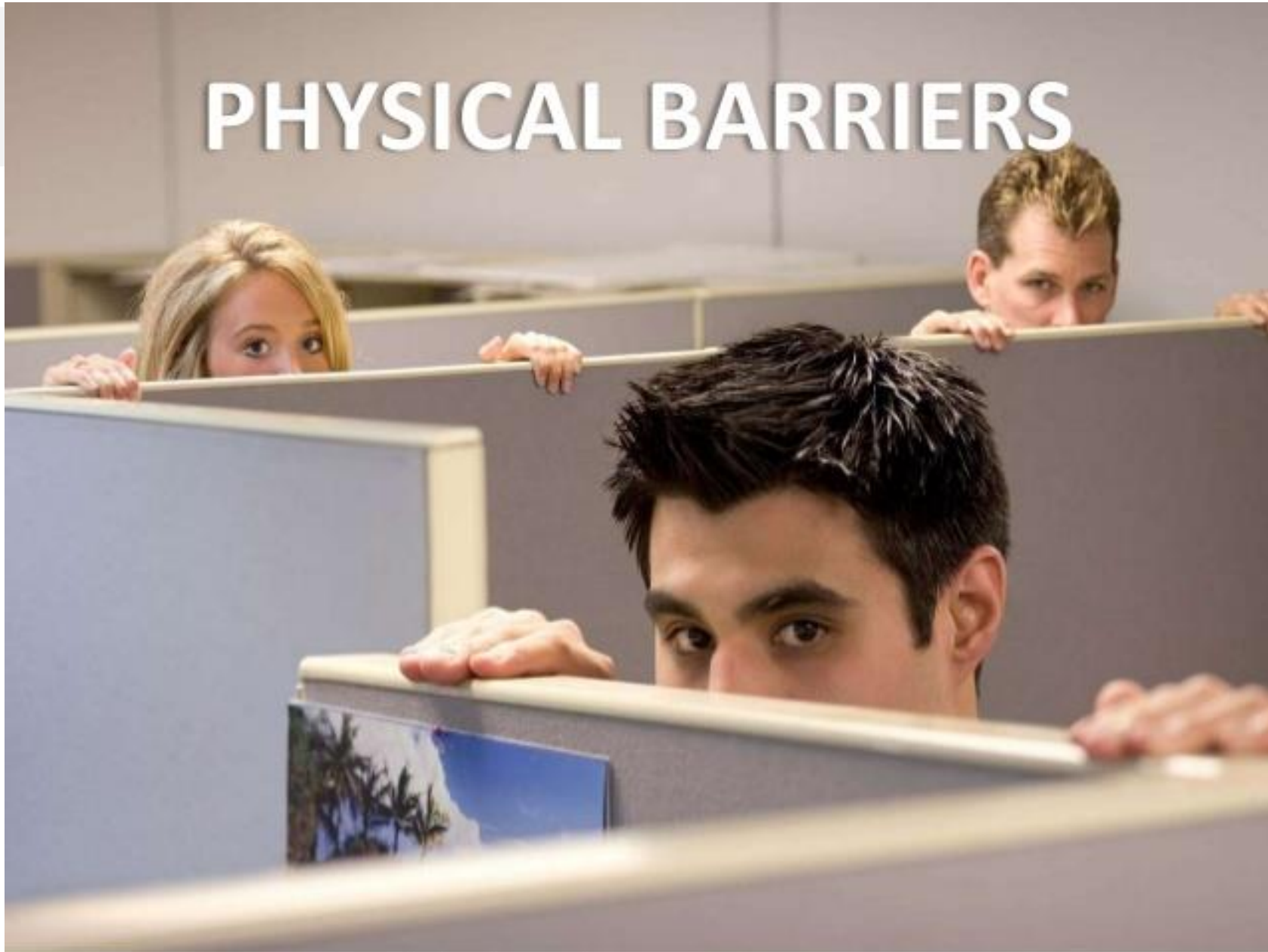
‘swastika’,

stereotypes,

ethno-centrism



PHYSICAL BARRIERS



Physical barriers

- Noise
 - Poor acoustics
 - People chatting
 - Physical/ mental/ written/ visual noise
- Filters
 - Blockages that prevent message from being received.
 - Junk/ spam filters
- Failure of communication channels
- Distance e.g. staff sitting in different buildings
- Gender, Age



Perceptual barriers

- **Perceptual Barriers** - when our perception is different from the reality.



Perceptual barriers

Perceptual Bias

- Occurs when our perception is different from the reality
- Perceptual bias is the lens we automatically filter all of our experiences through.
- It might make some things seem more noteworthy than others.
- Thus, a perception bias is a psychological tendency to lose objectivity in perception of people and situations.
- People may believe they are able to evaluate an event fairly and accurately, including making judgments about situations, but a number of biases interact with the way they perceive events.



Perceptual barriers

Halo effect: an example of perceptual bias

The halo effect is a type of perceptual bias in which our overall (general) impression of a person influences how we feel and think about his or her character.

Essentially, your general impression of a person ("He is nice!") impacts your evaluations of that person's other traits (You may assume that: "He is also smart, intelligent and efficient.").



Oral Communication

- Part of verbal communication that involves only speaking and not writing.
- Is an instant process
- At least two parties
- Strongly affected by non verbal cues.
- It usually has no proof.



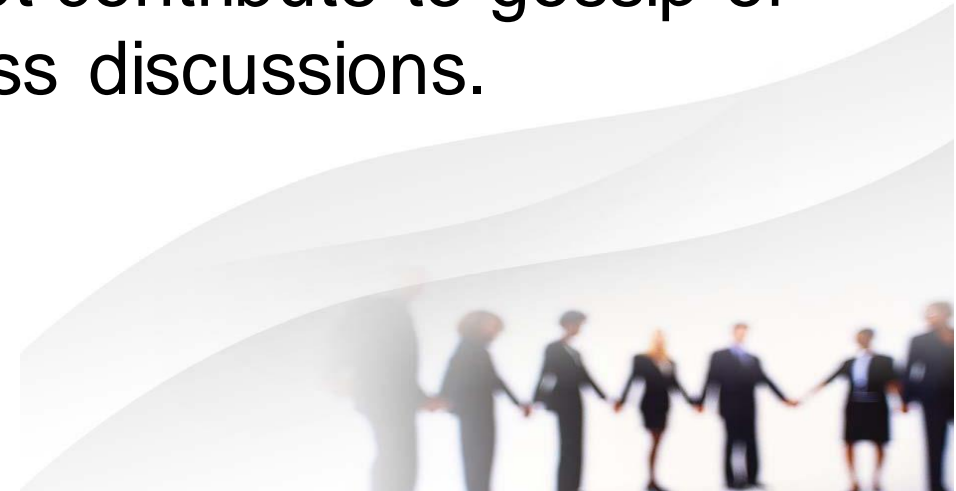
Formal and informal oral communication

Formal

- Involves official contexts
- Can be within two individuals or within groups
- Keep a recorded proof of the conversation e.g. a follow up e mail.
- Be cautious of what you say.

Informal

- Involves both official or non official contexts
- Can be within individuals and groups.
- Do not contribute to gossip or useless discussions.



Advantages and disadvantages

Advantages

- Effective way to communicate with large audiences
- Time saver
- generates immediate feedback
- opportunity to persuade.
- opportunity for immediate clarification and/or message modification.
- best for conveying feelings and emotions

Disadvantages

- has no proof
- may lead to misunderstanding
- not suitable for long, complicated messages.
- physical distance might be a barrier despite technical facilities.
- too dependant on non verbal cues.
- demands ability to think coherently as one speaks.



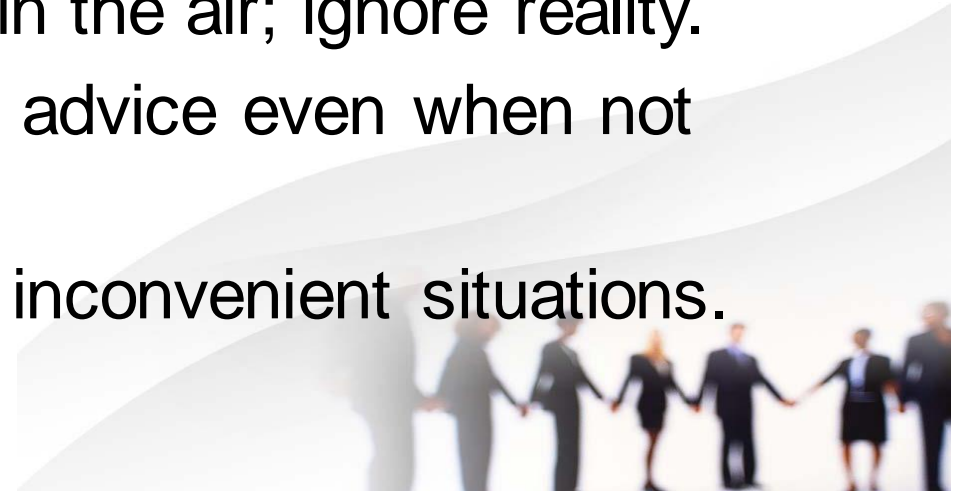
When to use oral communication

- When feelings, emotions need to be expressed.
- For persuasion, motivation and counselling.
- When decisions need to be transferred quickly throughout the organisation.



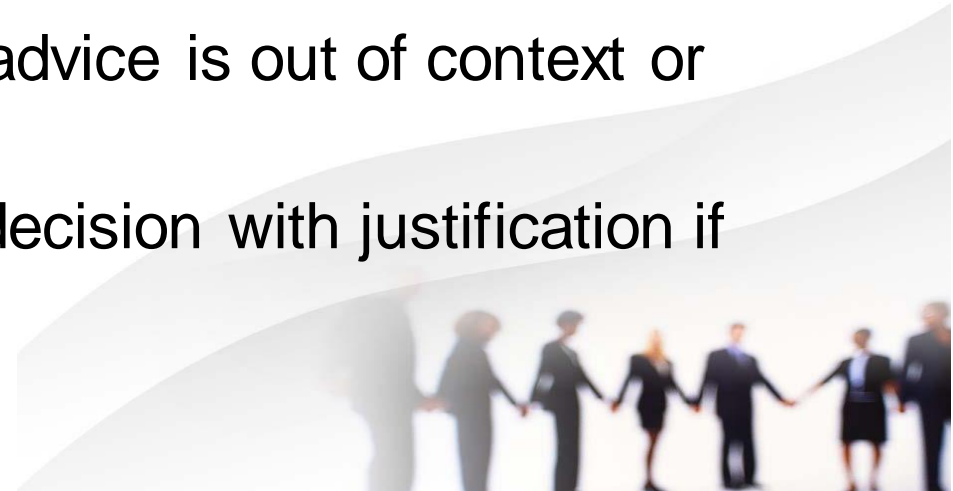
Oral communication and behavioural patterns

- **Dominant**-have an 'I' attitude; try to dominate people, would like to take all the credit.
- **Passive**-very silent; speak only when spoken to; usually ignored by people.
- **Pessimists** and objection raisers-negative attitude; see only the dark side; will try to convince why not to do something.
- **Optimists**- too much optimism; build castles in the air; ignore reality.
- **Advisers** and sympathisers – know-alls; give advice even when not needed.
- **Diplomats**-leave things hazy; switch sides in inconvenient situations.



Strategies to handle different communication styles

- Dominant-Listen carefully but take decisions based on consensus and careful thought.
- Passive-encourage them to speak; make them feel a part of the group; probe to find out their viewpoints.
- Pessimists-do not shun them but do not get carried away; stern handling if the problems are being highlighted constantly.
- Optimists-be overcautious and keep the ground realities in mind.
- Advisers-Try to move them out of the situation if advice is out of context or place.
- Diplomats-press them for a definite answer or a decision with justification if they are not forthcoming.



Listening Skills



Listening Skills

Listening requires more
intelligence than speaking
-Turkish Proverb



Listening vs. Hearing

❖ Hearing- physical process; natural; passive



Listening- physical & mental process; active; learned process; a skill

- ❖ Listening is active; hearing is passive
- ❖ Listening is cognitive; hearing is natural
- ❖ Listening is intermittent; hearing is continuous



Listening is hard!

Listening implies a choice.

*We must **choose** to participate in the process of listening*



Why is it important to listen?

- ❖ *Listening builds stronger relationships and creates happy work environment.*
- ❖ *Listening leads to learning.*
- ❖ *Listening saves time*
- ❖ *Listening is CRITICAL in conflict resolution and problem solving.*



- ❖ ***Leads to early problem solving***
- ❖ ***Listening reduces tension and hostilities***
- ❖ ***Facilitates bonding with the team members :Listening is the most powerful form of acknowledgment & creates acceptance and openness.***



Types of listening

- Content listening
- Critical/Evaluative listening
- Empathic listening



Listening Process

- 1. Sensing, Selecting and Receiving*
- 2. Decoding and Interpreting*
- 3. Remembering*
- 4. Evaluating*
- 5. Responding*



Active Listening Techniques

- ❖ Encouraging
- ❖ Restating
- ❖ Reflecting
- ❖ Summarizing



Encouragement

- ❖ The purpose is to convey interest and to keep the person talking.
- ❖ To do this don't agree or disagree. Use noncommittal words in a positive tone of voice.
- ❖ "I see..." "uh-huh..." "That's interesting" "What did you say then?" "What did he say when you said that?"
- ❖ Be aware of your body language!



Restating

- ❖ The purpose is to show that you are listening and understanding.
- ❖ To do this, restate the other's basic ideas using your own words.
- ❖ “If I understand you, you are saying...”
“In other words, your decision is...”
- ❖ Be aware of your body language!



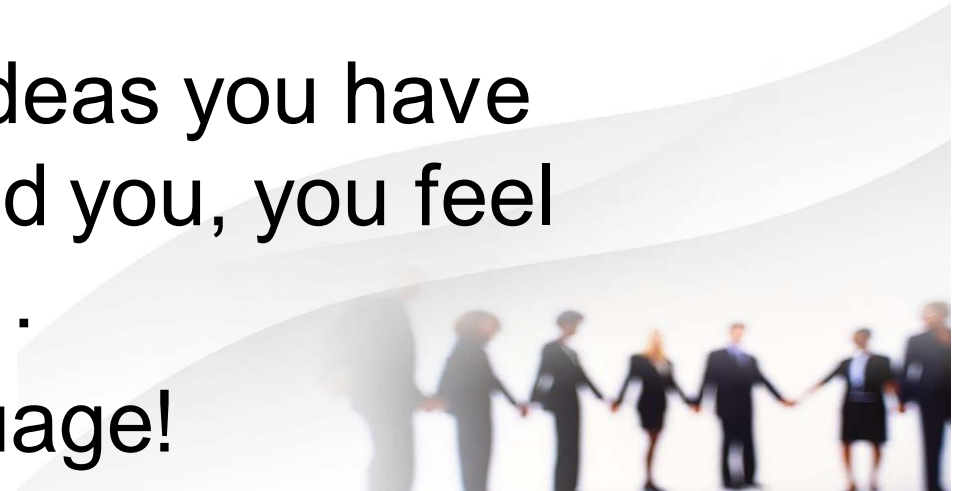
Reflecting

- ❖ The purpose is to show that you are listening and understand what they are feeling.
- ❖ To do this restate the other's basic feeling.
- ❖ “You feel that...” “You were pretty disturbed by this...”
- ❖ Be aware of your body language!



Summarizing

- ❖ The purpose is to pull important ideas, facts, etc. together, to establish a basis for further discussion and to review progress.
- ❖ To do this restate, reflect and summarize major ideas and feelings.
- ❖ “These seem to be the key ideas you have expressed...” “If I understand you, you feel this way about the situation...”
- ❖ Be aware of your body language!



Barriers to Listening

- Individual behaviour barriers
- Listener-related barriers
- Environment-related barriers
- Speaker-related barriers
- Other barriers

