

## COMMUNICATION SKILLS

### Meaning and Definition of Communication

The word '**communication**' has been derived from Latin word '**communis**' or '**communicare**' which means to '**make common**' or '**to share**'. In brief, communication can be called an act of transferring ideas, facts, messages, requests, orders, etc. between two or more person. It has been defined as under:

According to **Pauley and Riordan**,

**“Communication is the act of transmitting an idea from one person to another. Communication always requires at least two people, the sender of the message and the receiver.”**

According to **Keith Davis**, **“Communication is the transfer of information and understanding from one person to another it is a way of reading other with facts ideas thought and values.”**

**“Communication is an exchange of facts, ideas, opinions, or emotions by two or more person”.**  
- Newman and Summer

**“Communication is the sum of all things which a person does when he wants to create understanding in the mind of another. It involves a systematic and continues process of telling, listening and understanding.”**  
- Locus A. Allen

To conclude, it can be said that communication is the **process of sharing information or ideas** so that organizational objectives may be achieved.

### Characteristics of Communication

1. Unavoidable
2. Two way process
3. Social process
4. Continuous process
5. Universal process
6. Managerial function

### Language as a tool / Medium of Communication

Language is the most common medium of communication. Most of our communication takes place through words although we can communicate without the help of language. Language is central to our nature as human being. A little baby cries when he is hungry or he slaps his mother when he is angry. In both the above examples communication takes place without the use of language. But man needs language since he has found ideas to express. It is language which distinguishes man from animal world. It is an important tool for socialization for brotherhood round the globe. People of different castes and creed and of different nationality can share their views with one-another if they know one another's language.

## PURPOSE/FUNCTIONS/OBJECTIVES OF COMMUNICATION

Function of business communication may broadly be divided into two parts:

1. Internal function
2. External function

### I. Internal Objectives or Functions of Communication

**1. To provide information to Management:** Business communication is to provide all important facts and information to management regarding business. It helps them in taking appropriate business decisions.

**2. To provide information to Employees:** Business communication conveys the feelings, attitude, orders and decisions of management to employees. It helps in creating harmonious business environment.

**3. Co-ordinates:** Communication helps in establishing effective co-ordination among different department's activities and employees. It helps in creating mutual faith and trust.

**4. To Improve Morale:** Communication helps employees in realizing their rights, duties, place and role. It keeps them informed about business policies and decisions. It helps in efficiency as well.

### II. External Functions of Business Communication

**1. To Maintain Relation with Suppliers:** Communication helps in communicating orders, requirement, problems and complaints to suppliers. It helps in getting goods and services regularly.

**2. To Maintain Relations with Customers:** Communication helps in maintaining and developing relation with customers. It helps in increasing sales and profit.

**3. Base of Advertisement:** Communication is the base of advertisement. It helps in developing and increasing the image of product and enterprise.

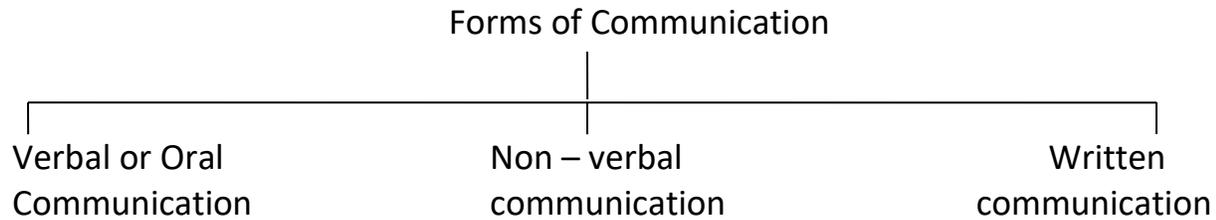
**4. Reports to Owners and Other Parties:** Communication provides all relevant information to owner, banks, government authorities and economic world.

In brief, main objectives/ functions of communication in business are: exchange of information, persuasion, counseling, co-ordination, transmission.

### Methods OR Forms of Communication

There are three forms of communication:

- a) Verbal or Oral
- b) Non-verbal
- c) Written



## a) VERBAL OR ORAL COMMUNICATION

### Meaning of 'Verbal' or Oral Communication

The term '**verbal**' means anything relating to '**mouth**'. Thus, verbal or oral communication is the form of communication in which a message is transmitted in spoken words. In the process of verbal communication, the sender and receiver exchange their messages either through face to face communication or some mechanical device. It may take place in different ways such as personal talks, telephone talks, interviews, seminars, public speeches etc.

### Levels of verbal Communication

- 1. Face to Face Communication:** It is the first and most common level of verbal communication. In this form, both the receivers and sender of message are face to face with each other. Exchange of messages is done with the help of oral words.
- 2. Use of Device:** In this form of verbal communication, the sender of message uses some mechanical or electrical device such as telephone, mobile, internet, etc. Both the sender and receiver of message complete their communication on the spot.

### Channels of Verbal Communication

- 1. Face to Face Discussion:** It is the simplest and most effective form/medium of verbal communication. In this form, both the sender and receiver of message exchange their views and ideas through face to face with each other.
- 2. Meeting and Conferences:** In this form, a meeting is called of all persons concerned with the issue. The issues are discussed and on the spot decision are taken.
- 3. Speeches:** When the person to be addressed on an issue, are in large number, communication may take place in the form of speech. In business, chairman may speak to shareholders, supervisor may speak to workers, leader may speak to followers, etc.
- 4. Training and Refresher Courses:** In this form of verbal communication, newly appointed employees are trained for their work. Old employees are trained through refresher courses so that they may come to know the modern and latest techniques.

**5. Interviews:** This form of communication is very common at the time of selection of new employees. Candidates seeking for the job are called for personal interview. Their ability and skill is tested through interviews.

**6. Telephone and Internet:** If the receiver and sender of message are living at different places, the best way of oral communication is to talk on telephone and internet. Both the parties complete their communication and get their doubts clear.

**7. Radio and Television:** Different information is conveyed to listeners through radio and television also. In business, it is growing as the most popular media of advertisement.

**8. Grapevine:** Grapevine means informal communication from one person to another, another to many others and so on. It takes place generally with regards to unofficial information.

### **Advantages of Verbal or Oral Communication**

**1. Saves Time:** Verbal communication is the most popular form of communication because it takes no time. It helps in quick decision making.

**2. Saves Money:** Verbal communication is very economic. In face to face communication no expenses are involved. Communication through telephone or internet is also very economic.

**3. Personal Touch:** Verbal communication is very effective because of personal touch. Both the sides can understand each other fully and clearly being face to face.

**4. Effective Communication:** Verbal communication is very effective. It carries more weight in some cases because words are more effective than letters.

**5. Flexibility:** Oral communication is quite flexible because it can be changed according to situation. Flow of language, style of presentation and mode of instructions can be changed according to need and circumstances.

**6. Participative Management:** Oral communication promotes participative management. All person concerned with an issue are invited to discuss it and take appropriate decision.

**7. Democratic Leadership:** Oral communication promotes democratic leadership. Supervisor and manager can encourage and inspire their subordinates.

**8. Delegation of Authority:** Oral communication is helpful in the delegation of authority. Executives may delegate their authority to their subordinates and may inspire them to accept the challenge.

### **Disadvantages or Limitations of Verbal Communication**

**1. Presence of both Parties:** Oral communication is possible only when both the parties are present. If receiver is not available, possibility of verbal communication is lost.

**2. Not suitable for Lengthy Messages:** Oral communication is only suitable when the message is short because it is very difficult to remember and recall long messages.

**3. Lack of Proof:** An important limitation of verbal communication is that there is no proof of communication. Either party may change it. Therefore it cannot be used for future reference.

**4. Possibility of Misinterpretation:** In oral communication there is possibility of misinterpretation. Either party may present the fact in twisted form.

## **b) NON-VERBAL COMMUNICATION**

### **Meaning of Non-Verbal communication**

The term '**non-verbal**' means '**without words**'. Thus, non-verbal communication is the communication in which no word is used. The person, who wants to communicate some messages to another, uses his expression (body language). The other person (receiver) visualizes as to what the first person is trying to communicate. There are two effective ways of non-verbal communication:

(i) Use of some signals such as traffic lights, pictographs, sirens, telephone rings etc.

(ii) Use of some signals such as nodding or shaking the head, gritting the teeth, raising eyebrows, pointing thumb or figure, raising hand, smiling, glaring, clapping, etc. Non-verbal communication is known as gestural communication also.

### **Advantages of Non - verbal communication**

**1. Reliability:** An important advantage of non-verbal communication is its reliability. It is easy to understand the emotions and feelings of speakers by his facial expressions. Body language speaks more than words.

**2. Economic:** Non-verbal communication is most economical. It involves no expenditure.

**3. Personal Influence:** It is quite effective because it carries personal influence of speaker also.

**4. Quickness:** It is the quickest form of communication. Since, both the sender and receiver are in front of each other, it takes no time.

**5. Accurate Understanding:** It is easy to understand and interpret the message in this form of communication. Body language speaks the attitude and intentions more accurately. It helps in developing better understanding.

### **Disadvantages of Non - verbal communication**

**1. Lack of Secrecy:** It is difficult to maintain secrecy in this form of communication because expressions or gestures are seen by other person also.

**2. Possibility of Misunderstanding:** If the receiver fails to understand the message, it may create misunderstanding between the parties.

**3. Necessity of Physical Presence:** Non-verbal communication can be possible only if both the parties are present facing each other. It cannot be used if they are at different places.

**4. Lack of Proof:** An important disadvantage of Non-verbal communication is that there is no written proof of the message. It may create a lot of problems in case of future disputes.

**5. Not Suitable for Past Events:** It is suitable only for the present and not for the past events and ideas.

**6. Suitable Only for Brief Message:** It is suitable only if the message is brief.

There are various effective ways of non-verbal communication:

**Sign Language:** Sign language, as the name suggests, is the language in which different signs are used to convey different meanings. It uses some signals such as traffic lights, pictographs, sirens, telephone rings, etc.

**Kinesics/Body Language:** Kinesics is the study of the body's physical movements. Body language is a form of non-verbal communication in which messages are transmitted through the movements of different parts of the body. It includes gestures, postures, facial expressions and eye contact.

**Gestures:** Gestures means the physical movements of different parts of the body like hands, arms, legs, torso and head etc. Gestures express our emotions, feelings, anger, happiness, etc.

**Postures:** It means the different ways of standing, sitting and lying. The position of hands and legs and other parts of the body convey our confidence, dependence, interest, attention, status, etc.

**Facial Expression:** 'Face is said to be the mirror of heart'. Facial expressions are the most important features of body language. We look at the face of a person to determine his feelings and emotions. We try to read facial expressions to determine whether person is happy, sad, serious, nervous and confident.

**Oculesics/Eye-gaze:** Oculesics is the study of eye movements. 'Eyes are said to be the windows of soul'. It provides information about the feelings, honesty, attentiveness and competence of a person. It includes different eye movements such as blinking the eyes, making the eyes, raising eye-brows, staring and gazing.

**Para Linguistics:** Para linguistics refers to vocal communication that is separate from actual language. It is the study that focuses on how you say not only what you say. It includes pitch, tone, rate of speech, loudness, softness, etc.

**Proxemics:** Proxemics is the study of how people use the physical space around them and what this use says about them. People often put an invisible boundary between themselves and others. By observing the physical distance between two individuals, one can judge the relationship between them.

**Haptics:** Haptics is the study of touching as non-verbal communication. It includes handshakes, holding hands, back slapping, a pat on the shoulder, fidgeting, etc. These behaviour referred as 'adaptors' and may send messages that reveal the intentions or feelings of a communicator.

**Appearance:** It is also the major factors in the development of our personality. Our choice of colour, clothing, hairstyles, and other factors affecting appearance are also considered a means of non-verbal communication. Appearance can also alter physiological reactions, judgment, and interpretation.

## C) WRITTEN COMMUNICATION

### Meaning of Written Communication

Written communication is a form of communication in which messages are exchanged in written or printed form. It may be notice, letter, reports, newspaper etc. It includes E-mail and fax also. It is a formal type of communication.

### Medium or Channels of Written Communication

1. Letters, notices, circulars, reports etc.
2. Graphs, charts, calendars, diagram etc.
3. Memorandum and Articles of Association, Prospectus etc.
4. Commercial Bulletins
5. Newspaper, magazine, diaries
6. Schedules, Programs, guidelines, handbooks.
7. Books, journals, directories, etc.

### Advantages of Written Communication

- 1. Effectiveness:** Written communication is the most effective form of communication. Receiver of this message can use it authentically and with complete faith.
- 2. Accountability and Responsibility:** In case of written communication, it is quite easy to fix the accountability and Responsibility. Sender of message cannot escape from it.
- 3. Correctness and Completeness:** Written message is very clear in its meaning. It gives correct information to the receiver. There is hardly only room for misunderstanding and misinterpretation.
- 4. Written Proof:** Written communication is a proof in itself. It can be used for future reference.
- 5. Saving of Time and Cost:** If a message is conveyed to different people at different places, written communication is the best choice. In such cases, it is most economical and time saving.
- 6. No Need for Personal Contact:** In this communication there is no need of personal contact between sender and receiver of message.
- 7. Essential in Some Condition:** Written communication is must in following conditions:

- (i) When the message is lengthy.

- (ii) When the message requires some pictures and diagram.
- (iii) When secrecy is important.
- (iv) When the message is to be repeated frequently in future.

### **Disadvantages or Limitations of Written Communication**

- 1. Costly:** It is very costly in comparison to verbal communication.
- 2. Time Consuming:** - Written communication is formal. It takes much more time than verbal communication.
- 3. Quick Clarification is not Possible:** If the receiver of message gets some doubt or seeks some clarification, it takes a lot of time. Therefore, it is not possible in case of urgency.
- 4. Lack of Secrecy:** Since it passes through many hands, it cannot remain secret.
- 5. Not Suitable for Uneducated Person:** It is suitable only for educated person. It serves no purpose for uneducated persons.

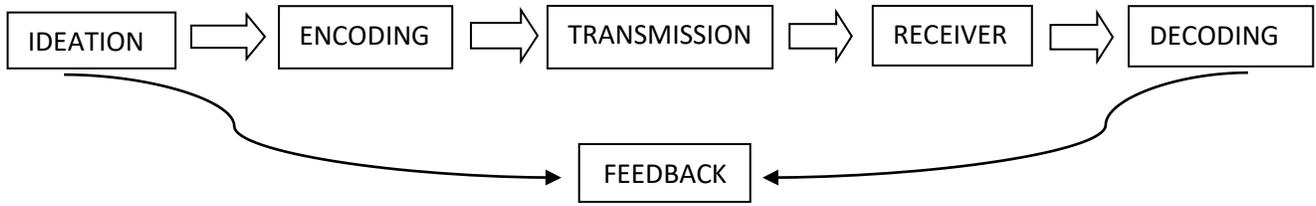
### **PROCESS OF COMMUNICATION**

Communication is a process of transmitting information from one person to another. Communication process is the way through which a message is transmitted and responded. It is through the communication process that the sharing of a common meaning between a sender and a receiver takes place. It starts from the origin of information and ends with the response of message.

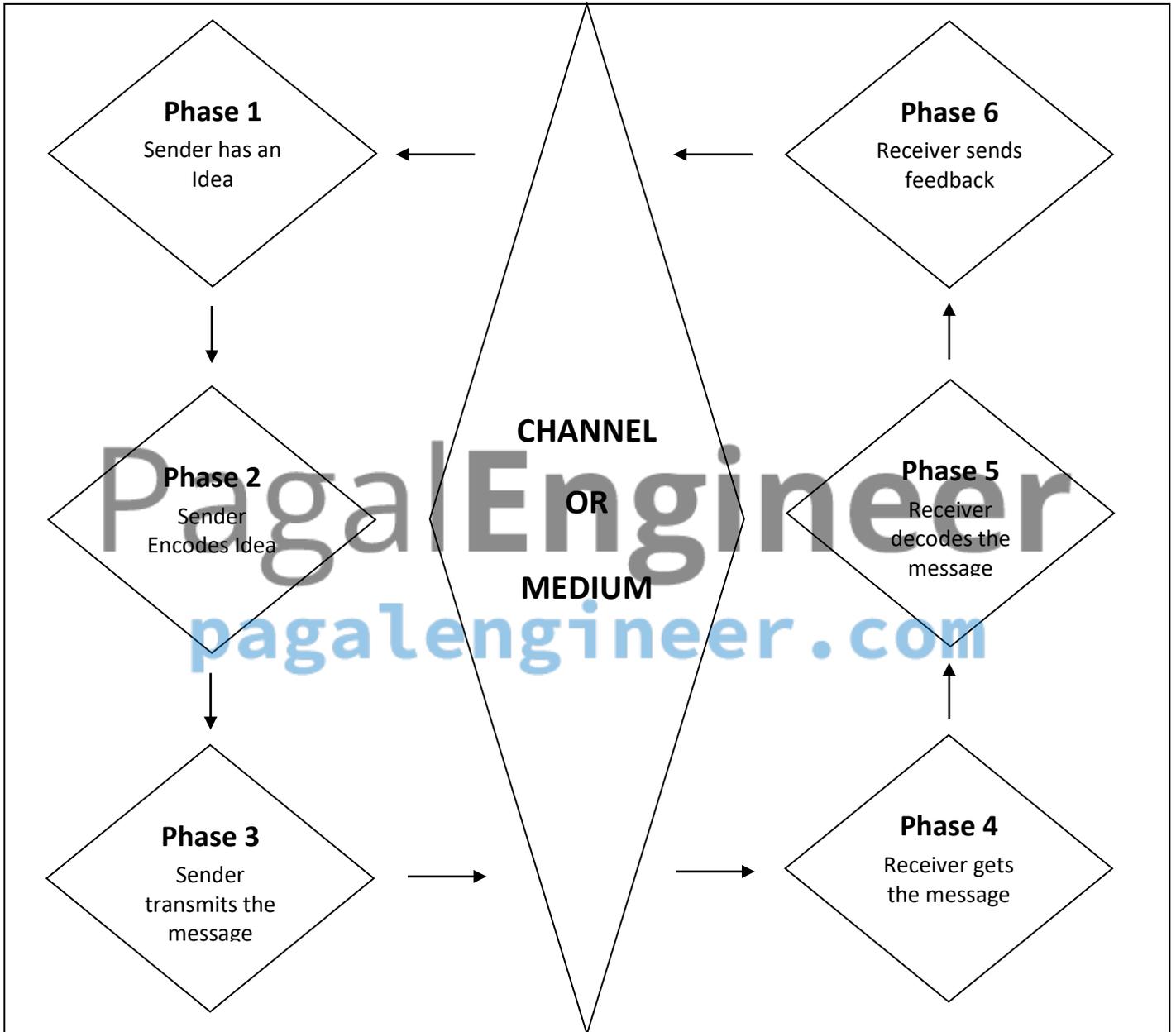
#### **Elements of Communication Process or Main Concepts of Communication Process**

Communication is a two-way process which can be divided into several elements. Some basic elements are mentioned below:

- 1. Idea (source):** Every message begins with an idea. The sender (source) conceives an idea and wants to share it with others. The sender is known as a source of information.
- 2. Encoding:** The sender encodes the idea. Encoding means giving a clear shape to an idea and converting it into a language or symbol.
- 3. Transmission/Channel:** Channel means the way or medium by which a message is transmitted. It may be verbal, non-verbal or written.
- 4. Receiver:** The receiver is the person or group for whom the communication effort is intended. The receiver gets the message from sender.
- 5. Decoding:** The receiver now decodes the message. Decoding is the process by which the receiver interprets the message and translates it into meaningful information.
- 6. Feedback:** The transmission of receiver's response is called feedback. Communication process comes to an end with feedback because it enables the sender to evaluate the effectiveness of message.



SAME CODE OF LANGUAGE



As the figure illustrates, the communication process is completed in six phases and is repeated until both parties have finished expressing themselves.

## EFFECTIVE COMMUNICATION

### Meaning and Definition

Success of an individual or an enterprise depends upon effective communication and not only upon communication. Communication can be effective only if it helps in achieving organizational objectives. It can be effective only if it is clear, precise and complete. It should be free from obstacles and complete with feedback from the receiver. It has been defined as under.

**“Effective communication is a process by which information is transmitted between individuals and organizations with the purpose to inform, to request or persuade and to build goodwill. It is clear, complete, and correct and saves the reader's time and helps in achieving its goals.**

- K.O. Locker

To conclude, effective communication is the communication which is clear, complete and reliable. Message of communication is precisely followed by the receiver and then action is resorted accordingly.

### Importance of Communication

Importance of effective communication may summarize as follows:

#### Importance to Individuals:

Communication helps an individual in -

- 1) Expressing oneself
- 2) Satisfying one's needs
- 3) Building human relations
- 4) Career advancement

#### Importance to Organizations:

Communication plays a pivotal role in an organization whether it is a human enterprise, an industry or an academic institution.

**1) Lifeblood of Management:** Effective communication is as important to management and administration as blood is to body. It is the base of all managerial functions. Planning, organizing, motivating, directing, coordinating, decision-making and controlling can be effective only with the support of effective communication.

**2) Efficient Functioning:** Effective communication helps in efficient functioning of an organization. Through communication, a manager can explain himself to his subordinates and understand their problems, suggestion, feelings, etc. In the absence of communication, employees feel alienated and unwanted.

**3) Stimulates Initiative and Creativity:** Group action or teamwork is not possible without communication. A two way communication system stimulates initiative and creativity among the

subordinates. Through communication subordinates are encouraged to find new solutions and implement them in efficient way.

**4) Developing Human Relations:** Effective communication helps in developing and maintaining effective human relations in the organization. It develops a feeling of dignity and self-respect among all employees. It integrates people and encourages them to put their best efforts. This all helps in achieving organizational objectives.

**5) Avoid Illusion:** Illusion is the great enemy of communication. An efficient system of communication aims at removing illusion and misunderstanding by communicating facts and figures.

**6) Maximum Production at Minimum Cost:** Effective communication develops congenial atmosphere in the enterprise. It minimizes the possibility of strike, lockout and industrial unrest. It helps in maintaining harmonious relations between labour and management. This all leads to higher efficiency and better utilization of resources. It makes maximum production possible at minimum cost.

**7) Promotion of Industrial Peace:** Effective communication is the base of industrial peace. It conveys order and directives of management to workers and problem and suggestions of worker to management. It minimizes the possibility of misinterpretation between the two. It provides a platform of dialogue between the two. This all leads to industrial peace.

**8. Contacts with External Parties:** It helps in developing contact with external parties such as customer, association, other manufacturers, advertisers etc. It helps in getting acquainted with economic development at regional, national and international level.

### **Essentials or Basis or Foundation of Effective Communication**

Essential of effective communication can be understood by answering the PAIBOC questions. It can be explained as follows:

**1) P: Purpose:** Purpose of communication must be clear. It should be clearly defined: why are you communicating? What problem do you want to solve? What do you want your audience to do? What kind of organizational image you want to create? Etc.

**2) A: Audience:** who are the audience? What is mental level of audience? How do the members of your audience group differ? What are the expectations of your Audience? What response do you expect from them?

**3) I: Information:** What information do you want to communicate? What information you do not want to communicate?

**4) B: Benefits:** Why are you communicating? What benefits do you want to get?

**5) O: Objections:** What are the negative points of your communication? What objections do you expect to get from your audience? How will you face these objections?

**6) C: Context:** What response do you expect to get from your audience? What effect will your communication carry on your audience?

## PRINCIPLES OF EFFECTIVE COMMUNICATION

7 C's/ principles of communication are: completeness, conciseness, consideration, concreteness, clarity, courtesy and correctness.

**1) Completeness:** Business communication should be completed. It should include all the required facts and opinions. It should include all those things that are asked and that are important in clarifying once message. Following three elements should be included in business message:

- I) All necessary information
- II) Answer to all questions
- (III) Other necessary information

**2. Conciseness:** Conciseness means saying something in brief. It should explain everything in minimum possible words. Following three conditions should be satisfied:

- I) Wordy expression should be avoided. Instead, brief notices should be used.
- II) Only the relevant material should be given. Irrelevant material should be avoided.
- III) Repetition of sentences, words and phrases should be avoided.

**3) Consideration:** It means transmitting a message keeping the receiver in the mind. The message should focus on 'you' instead of 'I' and 'we'. The Message should show interest in the receiver. Reader's benefit should be personalized and emphasized. Similarly positive and pleasant facts should be emphasized. The message should reflect the integrity and honesty of sender.

**4) Concreteness:** It means using specific, definite, clear, and vivid information. Thus, the message should not be vague and general. Following points should be observed:

- i) Specific facts and figures should be used.
- ii) Reliable statistics should be used to support the message.
- iii) Comparative information, if available, should be used.
- iv) Message should be direct, explicit and specific.
- v) Active verbs should be used in place of passive verbs.

**5) Clarity:** It means simplicity. The message should be so clear that it may be understood with the little effort. It can be achieved in following two ways:

**i) Use of Concrete, Precise and Familiar Language:** Simple and easy language should be used in business messages. Every word of message should convey it sense. Language of message should be familiar to audience and appropriate to situation. Technical terms should not be used as far as possible. Short sentence make the message clear. Words should be arranged correctly so that it may express intended meaning clearly.

**ii) Use of Effective Sentence and Paragraph:** Message should be divided into paragraphs so that different issues may be given in different paragraphs. Main idea of sentences and paragraph must be very clear.

**6) Courtesy:** It means politeness. It grows out of respect and good behavior following points should be observed for a courteous communication:

- I) The message should be respectful, thoughtful and appreciative.
- II) The message should give equal treatment to all, irrespective of gender, race, status, income, etc.
- III) The messages should show respect and concern for others.

**7) Correctness:** The message should be correct in all respect following points should be observed:

- i) Proper grammar, punctuation and effective language should be used
- ii) Accurate facts and figures should be given.
- iii) The message should be checked and rechecked to ensure its correctness.

**Conclusion:** Knowing the 7C's and using them, will help you to become a better communicator; the principles for these 7 criteria for good communication are core principles of effective communication.

## BARRIERS TO COMMUNICATION

### Communication Barriers

Communication barriers are the obstacles arising in communicating process. These barriers may arise at any stage of communication process i.e., while the message is developed, transmitted, received or interpreted. These barriers may damage the message in many ways. Sometimes the damage is so serious that the message loses its original form and sense.

### Types of Communication Barriers

Communication barriers may be classified into following parts:

#### 1) Physical of Mechanical Barriers

These are the barriers which are caused faulty physical and mechanical conditions these may be as an under:

- i) Noise:** Communication process may get disturbed due to the presence of noise. It may be human noise, traffic noise, noise of machines, noise due to faulty telephones and electric lines, noise due to people coming and going etc.
- ii) Mental Disturbances:** Sometimes psychological disturbance may also cause physical barriers in communication. These may be mental tension, ego clash, tiredness, worry, headache etc.

iii) **Time Barriers:** Sometimes time may also become a barrier in communication process. It arises when sender and receiver of a message are living at different places.

iv) **Distance Barriers:** Distance between the sender and receiver is also a barrier in communication. Telephone and internet facilities are not available at every place, postal services are not very effective.

v) **Other Barriers:** Poor lightning, mechanical fault in the channel of communication, excessive messages etc. also cause problems in the way of communication.

## 2) Semantic or Language Barriers

The term '**semantic**' means a study of words. Semantic barriers are the barriers related to language. Difficulties in the use, expression and understanding of language create such barriers as under:

i) **Use of Technical Words:** People working in technical, administrative, medical and judiciary groups use technical language. If the sender and receiver of a message belong to different fields, use of such language creates communication barriers.

ii) **Uses of idioms and Phrases:** People of literary taste, use idioms and phrases in their communication to make it decorative and interesting. If the receiver is unable to understand their meaning, it causes a communication barrier.

iii) **Use of Denotative and Connotative Words:** The words that indicate neither positivity nor negativity are called denotative. Ex: pen, book, telephone, office etc. The words that indicate either positivity or negativity are called connotative words. Ex: intelligent, dull, honest, dishonest, expensive, cheap etc. Some are the words that have both, positive and negative meanings. Use of such words causes communication barriers.

iv) **Wrong Assumption:** Sometimes sender assumes that receiver knows basic facts of this information and therefore, it is enough to tell him only the latest developments. If this assumption is wrong, communication fails to serve the purpose.

v) **Other Barriers:** Use of words having multiple meaning and wrong interpretation of message also create communication barriers.

## 3) Organizational or Status Barriers

Organizational structure affects the capability and efficiency of employees in a significant manner. If it is faulty it creates number of barriers in communication as under:

i) **Faulty Policies and Rules:** Ambiguous policies and rules may create a number of communication barriers. Similarly strict discipline may also cause communication barriers. It is what makes informal communication more popular.

ii) **Status Relationship:** If there is formal division of work and status, effectiveness of communication may suffer particularly if a message is to move from my bottom to top. It is so

because there is lurking fear in the mind of workers and employees that communication maybe faulty.

**iii) Long Scalar Chain:** More the number of managerial levels in an organization, more difficult communication it will be. Number of managerial levels are barriers in communication.

**iv) Lack of Organizational Facilities:** If proper and sufficient organizational facilities like stationery telephones office equipments office furniture extra are not available effective communication may not be possible.

#### 4) Emotional or Perceptual Barriers

If the mental condition of sender or receiver or both is not favorable communication cannot be effective. Important emotional barriers are as under:

**i) Behavior and Attitude:** Every person has different behavior and attitude. If the behavior and attitude of sender are different from that of receiver, communication cannot be effective.

**ii) Emotions:** Effectiveness of communication is affected by the nature and emotions of both the sender and receiver of message. If the sender or receiver is angry, tensed, excited or afraid, communication cannot be effective.

**iii) Status Consciousness:** Organisational position and status also affect communication. Senior managers do not like to discuss the things with their subordinates.

**iv) Poor Retention:** Scientific studies have established that there is a limit of retention of information. About 30% is lost in every transfer of information. Some people can remember about 80% of the facts whereas; other can remember only about 30% facts. It causes a major barrier in effective communication.

**v) Other Barriers:** If the receiver is having an evaluation in his mind about the message, it causes a hindrance in the exchange of information.

#### 5) Personal Barriers

These are the barriers which are directly related with the sender and receiver. These may relate to superiors or subordinates as under:

**i) Attitude of Supervisors:** If superior have positive attitude, communication may be effective but if they have negative attitude, communication will be ineffective. Sometimes, superiors do not want to convey the fact to subordinates.

**ii) Lack of Confidence:** If superiors feel that their subordinates are not capable and efficient, they would ignore the information or suggestions sent by their subordinates.

**iii) Unwillingness to Communicate:** If the superior and subordinates are not willing to communicate with each other, effective communication cannot be possible. It may be so because of the fear that a particular message will be against their interest.

**iv) Lack of Attention:** If superiors and subordinates are not paying proper attention to the messages, communication cannot be effective.

### **Suggestions to remove Communication Barriers**

Following measures should be adopted to make Communication effective:

**1) Purposeful Communication:** Communication should always be purposeful. Why you want to communicate and what response do you expect from your audience, should be decided well in advance.

**2) Use of Seven C's:** Seven C's should be used to make the communication effective. These are: completeness, conciseness, consideration, concreteness, clarity, courtesy and correctness.

**3) Continuous Process:** Communication is a continuous process so there should be no break in this process.

**4) Adequate Facilities:** There should be adequate facilities in this organization to make communication effective. Channel of communication should be modern and free from problems. Facilities of stationary, telephone, internet, translator etc. should be made available.

**5) Mutual Understanding:** An important requisite of effective communication is that both the sender and receiver should have complete faith in one another. They should realize that their individual objectives can be served only when they work together for organizational objectives.

**6) Appropriate Language:** Language of communication should be appropriate keeping in view the standard and status of receiver, need of the message and organizational setup.

**7) Proper Medium and Transmission Technique:** Communication can be effective only if it reaches the receiver in its original form and at proper time. Therefore, the technique of transmission should be adopted carefully.

**8) Emphasizing Key Points:** Key points of message should be emphasized and made clear to the receiver. Charts diagrams, maps and graphs may also be used, if the need be. In case of oral communication, body and voice may be used to emphasize these points.

**9) Eliminate Environmental Barriers:** Communication can be effective when it is free from environmental barriers. It should be free from noises. Adequate lightning and instrumental facilities should be made available.

**10) Facilitates Feedback:** Communication can be effective if it is properly responded. It should encourage people to be open minded and to speak. Let the receiver come to know the purpose of message and give their reactions.