SYLLABUS
BA 9205, COMMUNICATION SKILLS

UNIT – I COMMUNICATION IN BUSINESS
Systems approach - forms - functions and principles of communication - management and communication - communication patterns - barriers to communication - interpersonal perception – SWOT analysis - Johari Window -Transactional Analysis.

UNIT – II NON-VERBAL AND INTERCULTURAL COMMUNICATION
Importance of non-verbal communication - personal appearance - facial expressions- movement- posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

UNIT – III ORAL COMMUNICATION
Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews- participating in discussions, debates - and conferences - presentation skills- paralinguistic features -fluency development strategies

UNIT – IV BUSINESS CORRESPONDENCE
Business letter - principles of business writing- memos -e-mails – agendas- minutes- sales letter- enquiries- orders- letters of complaint- claims and adjustments- notice and tenders- circulars- letters of application and résumé.

UNIT – V BUSINESS PROPOSALS AND REPORTS
Project proposals- characteristics and structure- Project reports – types- characteristics,-structure- Appraisal reports – performance appraisal, product appraisal- Process and mechanics of report writing- visual aids- abstract - executive summary- recommendation writing- definition of terms.

TEXT BOOKS
1. Lesikar, Raymond V., John D Pettit, and Mary E FlatlyLesikar's, Basic Business Communication, 10th ed. Tata McGraw-Hill, New Delhi, 2007.
2. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product. Pearson Education, New Delhi, 2008.
3. Murphy, Herta, Herbert W Hildebrandt, and Jane P Thomas, Effective Business Communication. 7th ed. Tata McGraw-Hill, New Delhi.
4. Bovee, Courtland and John V Thill, Business Communication Today, 8th ed. Pearson Education, New Delhi, 2008.

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1. McGrath, E. H., S.J,Basic Managerial Skills for All, 8th ed. Prentice-Hall of India, New Delhi, 2008.
2. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi, 2008.
3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated Business Communication in a Global Market Place.3rd ed. John Wiley India, New Delhi, 2007.
4. Guffey, Mary Ellen., Business Communication: Process and Product. 3rd ed. Thomson and South-western, 2004.

DEPARTMENT OF MANAGEMENT STUDIES
BA 9205, COMMUNICATION SKILLS
<mark>UNIT – I</mark> COMMUNICATION IN BUSINESS

INTRODUCTION
WHAT IS COMMUNICATION? (January 2009, Part: A, Question:1)
According to W.H. Newman and C.F. Summer Jr. "Communication is an exchange of facts, ideas, opinions or emotions by two or more persons"
According to William Scott, "Administrative communication is a process which involves the transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting actions which will accomplish organizational goals"
This definition emphasizes four points viz.
1. Communication of ideas
2. Receiver should get exactly the same ideas as were transmitted
3. Communication is a two-way process including transmission of feedback
4. Purpose of communication is to elicit actions

BUSINESS
- Is a commercial organization
- Large or small
- Objective : to make profit
- Manufacturing / trade of goods and services

SYSTEMS APPROACH (Communication process) (January 2009, Part: B, Question:11a)
Effective communication process consists of a message being sent and received. The message may be verbal or non-verbal. Feedback is to ensure that the message sent was received exactly as intended.

Communication process / model / cycle
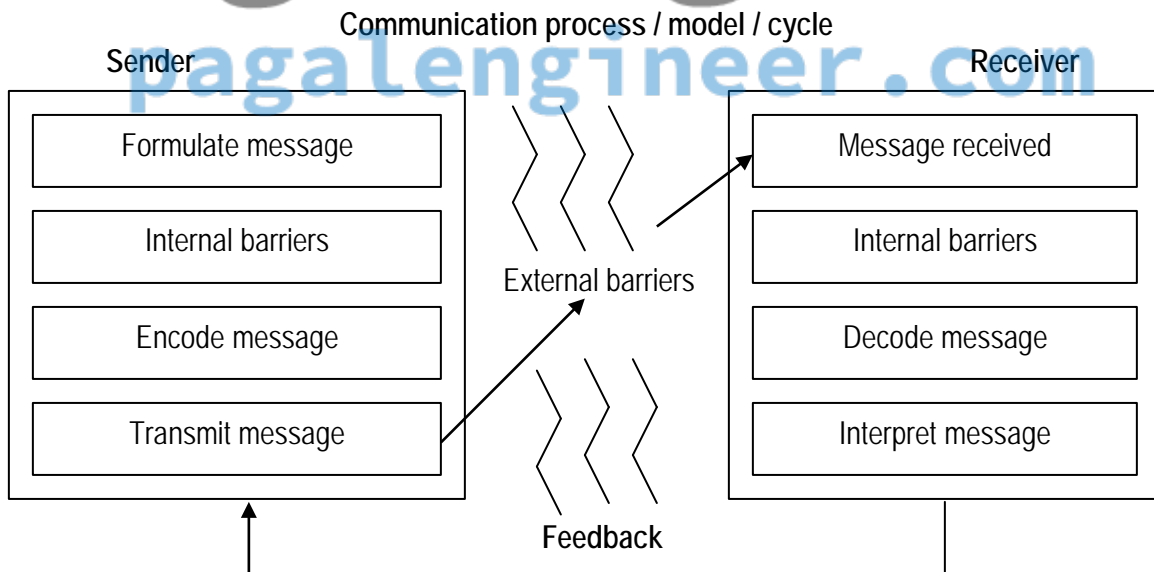
Steps in communication process
1. **Sending the message:** Involves four elements viz.

- Sender formulates the message he intends to communicate
- Consider possible barriers that may affect the message like senders experience, terms used, feelings toward the subject or the listener (External barriers like noise must also be considered)
- Encode the message i.e. put the message into words
- Send the message (communicate) clearly

2. **Receiving the message:** also involves four elements
- Receiver will first hear or see the message received
- Message is affected by external barriers & receivers own internal barriers like experience level of the receiver, understanding of terms used & attitude towards the material
- Receiver decodes the message through the use of mental images. E.g. the word circus said by the sender would allow the receiver to raise different mental images like clown, big top, lions, acrobats etc.
- Receiver interprets the message

3. **Feedback**
- To determine whether receiver understood the message sent, feedback is essential
- Provides information about success in communication
- May take several forms viz. encourage receiver to ask questions, receivers non-verbal behavior like facial expressions and body movements also provides important clues or sender can ask question to receiver whether they understand the message

FORMS OF COMMUNICATION (January 2009, Part: A, Question:2)
    I.   INTERNAL – OPERATIONAL COMMUNICATION
- To transmit instructions or requests along the lines of command. E.g. from marketing director to sales manager to floor staff
- To inform staff on new policies, arrangements, developments, processes etc
- To request information from any employee in the company to assist in making decisions for company
- To persuade, motivate & encourage staff to work as individuals and as a part of the team
- To provide confirmation, responses and information upwards
- To pass on suggestions, ideas and developments along the chain of command

    II.   EXTERNAL – OPERATIONAL COMMUNICATION
- Include letters, annual reports, forms, news letters, advertisement etc
- Provide information to consumers about products and services
- Promote the business. E.g. advertisement
- Handle enquiries about the organization and its products & services

    III.   PERSONAL COMMUNICATION
- Non-business related exchanges of information and feelings among people
- Personal communication affects employees attitude and employees attitude in turn affects employee performance

FUNCTIONS OF COMMUNICATION

The main function of all communication in an organization is general welfare of the organization.

1. **Information**

   The most important function of communication is passing or receiving information on a fact or circumstance.

2. **Advice**

   Involves personal opinions, it is likely to be subjective. Advice is to influence a person's opinion or behavior.

3. **Order**

   Is an authoritative communication. It is a directive to subordinate to do something or to modify or alter the course of something or not to do something.

4. **Suggestion**

   Is a mild form of communication. It may flow horizontal or vertical. They are voluntary and submitted through suggestion boxes.

5. **Persuasion**

   Is an effort to influence the attitude, feelings or beliefs of others.

6. **Education**

   Is a very conscious process of communication. It involves teaching and learning. The main purpose of education is to widen knowledge and to improve skills.

7. **Warning**

   Warning is a forceful means of communication. Employees, who do not follow the norms, violate rules and regulations are warned.

8. **Raising Morale**

   Morale stands for mental health. High morale and efficient performance go hand in hand.

9. **Motivation**

   Communicator keeps himself in the background. Manager motivates employees, so that they work willingly and eagerly.

PRINCIPLES OF COMMUNICATION (6 Cs)

1. **Clarity**

   The communicator must be clear of:
   1. What is the objective of communication?
   2. What is to be communicated?
   3. Which medium will prove to be the most suitable for this purpose?

   For clarity of expression:
   a. Use simple, easy-to-understand words ('use' instead of 'utilize', 'help' instead of 'facilitate')

b. Use single words for long phrases (please instead of 'will you be kind enough', 'for' instead of 'for the purpose of')
c. Use verbs for nouns ('decide' instead of 'make a decision')
d. Avoid double entry ('fact' instead of 'actual fact', 'return' instead of 'return back')
e. Use concrete expressions that have a visual impact on the mind and will be easy to remember
f. Avoid jargons ('Thanks' for your letter instead of 'we acknowledge')
g. Avoid ambiguity ('Go slow. work in progress' instead of 'Go. Slow work in progress')
h. Write short sentences

2. **Completeness**
   For completeness, check you have answered all questions and check for '5 W' questions – who, what, where, when and why?

3. **Conciseness**
   Be as brief as possible, brevity should not be at the cost of appropriateness, clarity, correctness, completeness or courtesy. For conciseness, ensure:
   - Only relevant facts
   - No repetition
   - No verbosity
   - Proper organization of the message

4. **Consideration**
   Implies respect for the reader's point of view. For consideration:
   - Adopt the you - attitude in your message
   - Avoid gender bias
   - Emphasize positive, pleasant facts
   - Write only what you sincerely feel to be correct

5. **Courtesy**
   Courtesy demands a considerate and friendly behavior towards others. Make the message courteous by:
   - Answering the letter promptly
   - Apologize for omissions
   - Thank for any favors
   - Use empathy in horizontal communication
   - Keep the message brief and complete in upward communication
   - Be brief, clear and courteous in downward communication

6. **Correctness:** Implies
   - Giving correct facts
   - At an appropriate time
   - In a suitable style

MANAGEMENT AND COMMUNICATION
- Communication is the life blood of business

- Communication skills of employees are given high importance at the time of appointment and promotion
- Communication skill is a job requirement
- Business has grown in size
- Business activity ha become extremely complex
- Effective communication promotes a spirit of understanding and cooperation
- Upward and downward (vertical) communication and horizontal communication in an organization is vital for planning, control and decision making

COMMUNICATION PATTERNS (TYPES OF COMMUNICATION)
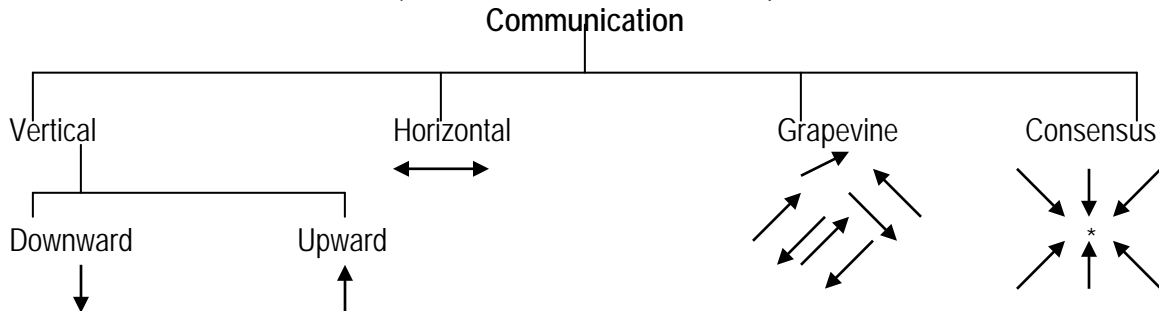
1. Downward Communication
- Flows from a superior to subordinate
- Objectives of downward communication are:
- to give directives about the job
- to explain policies and procedures
- to convey assessment of performance
- to explain rationale of the job
- Limitations of downward communication are:
- under / over communication
- long – line of communication may result in delay, loss of information, distortion and resentment by subordinates
- Downward communication can be made effective by adopting the following strategies:
- Managers should be adequately informed
- Managers should be clear about how much to communicate
- Some authority should be delegated to lower levels to shorten the line of communication
- Information should be passed on to the correct person

2. Upward Communication
- Moves from subordinate to superiors
- Upward communication
- provides feedback to superiors
- releases the emotions of subordinate staff
- provides suggestions to superiors
- makes introduction of new schemes easier
- Promotes harmony
- Channels of upward communication are:
- Superiors keep an open door

- Complaints and suggestion boxes
- Social gatherings
- Direct correspondence, Reports and counseling

- Limitations of upward communication are:
- employees are reluctant to express themselves
- employees' fear that their criticism may be interpreted as a sign of their personal weakness
- great possibility of distortion
- bypassed superiors feel insulted

- Upward communication can be made effective by adopting the following strategies:
- Superiors should take initiative to get close to the subordinate staff
- Keeping the line of communication short
- Prompt redressal of legitimate grievances

3. Horizontal communication
- Flows between people at the same level
- It is important for promoting understanding and coordination among various people or departments
- It is carried on through;
- face-to-face discussion
- telephonic talk
- periodical meetings
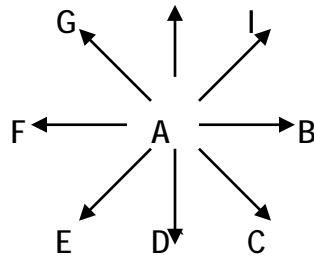- memos

4. Grapevine
- is an informal channel of communication
- primarily, it is horizontal. It can flow even vertically or diagonally
- Grapevine is of four types
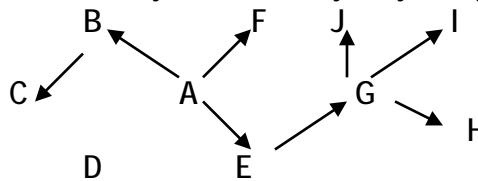- **single strand**: flows like a chain
-

D

↑

C

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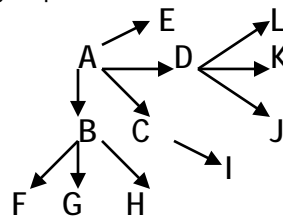- **Gossip:** one person tells everybody else

H

- **Probability / Random:** Information may move from any body to any one

- **Cluster:** moves through selected groups

- Grapevine helps in:
- emotional relief
- harmony and cohesiveness in the organization
- supplement to other channels
- a fast channel
- provides feedback
- Demerits of grapevine are:
- distortion of information
- may transmit incomplete information
- travels with destructive swiftness
- To use grapevine effectively, the manager should:
- keep an eye on rumor-mongers
- use it primarily for feedback
- contradict rumors promptly
- involve the workers in decision-making process

5. Consensus

- Is the process of arriving at agreement through consultation
- Consensus is not unanimity, but dissent is not expressed in the larger interest
- The advantages of consensus are:
- consensus decisions are easily accepted
- promotes harmony, checks conflicts and splits
- The disadvantages of consensus are:
- dissent is often stifled in the name of consensus
- may degenerate into a process of mutual accommodation
- may project a false image of management

BARRIERS TO COMMUNICATION

1. **Wrong choice of medium**
   An unsuitable medium may act as a barrier to communication. E.g. A salesman to submit a report on comparative sales figure of the last five years writing it as a lengthy paragraph or if he talks on phone would fail to communicate. Instead, the figures could be presented in a tabular form or as a bar diagram

2. **Physical barriers:** are

   - **Noise:** in a factory, external disturbance in telecom facilities, poor writing, bad photocopies etc.
   - **Time and distance:** non-availability of telecom and network facilities, people working in different shifts, faulty seating arrangement in the hall etc
   - **These barriers need a little care to overcome**

3. **Semantic barriers:** may occur if

   - Transmitter and receiver assign different meanings to the same word or use different words for the same meaning. E.g. words like run, value
   - Words carry different nuances, shades or flavors to the transmitter and the receiver

   To minimize semantic barriers:
   - use familiar words
   - Clarify the shades of nuances
   - Use words with positive connotations

4. **Different Comprehension of reality:** barriers are

   - **Abstracting:** picking a few details and leaving out others. Others may pick different details. To overcome, be accommodative
   - **Slanting:** Giving a particular bias or slant to the reality. To overcome, be objective in observations and assessments
   - **Inferring:** drawing inferences from observation. To overcome, base inferences on verifiable facts

5. **Socio-psychological barriers**

   - **Attitudes and opinions:** We react favorably or hostile according as the information is to our personal advantage or not
   - **Emotions:** We can neither transmit nor receive anything correctly if our mind is agitated
   - **Closed mind:** We hold our opinion so rigidly that we just refuse to listen
   - **Status-consciousness:** We are over conscious of our lower or higher rank and do not express ourselves candidly
   - **The source of communication:** We react according to the trust we repose in the source from which the communication originates
   - **Inattentiveness:** Unconsciously we become inattentive if the communication contains a new idea and our mind refuses to respond to it

- **Faulty transmission:** Part of the message is lost in transmission
- **Poor retention:** Oral messages are lost due to poor human retention
- **Unsolicited communication:** We are unresponsive if the communication is unsolicited

INTERPERSONAL PERCEPTION

Stephen P. Robbins defines perception as "a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment"

Interpersonal perception means perceiver perceives another person and the latter becomes stimulus for perception. E.g. Managers perceive workers, workers perceive managers etc.

Characteristics of perceiver are:

1. Knowing oneself makes it easier to see others correctly
2. One's own characteristics affect the characteristics one is likely to see in others
3. People who accept themselves are more likely to be able to see favorable aspects of other people

Characteristics of the perceived that will influence the person perception are:

1. Status of the person perceived will greatly influence other's perception
2. The visible traits of the person perceived will greatly influence other's perception of the person

Distortion in person-perception may occur because of the following factors:

- **Factors in perceiver:** personality, mental set, attribution, first impression, halo effect and stereotyping
- **Factors in perceived:** status and visibility of traits
- **Situational factors** like place. E.g. meeting a person at five-star hotel or an ordinary place

SWOT ANALYSIS

SWOT is an acronym for **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats. Strengths and weaknesses can be identified by corporate or self appraisal. Opportunities and Threats can be identified by environmental analysis.

Strength: Is the inherent capability of the organization or an individual, which can be used to gain strategic advantage over its competitors or others

Weakness: is also an inherent limitation or constraint of the organization / individual, which creates strategic disadvantage to it.

Opportunity: Is a favorable condition in the organization's / individual's environment, which enables it to strengthen its position

Threat: is an unfavorable condition in the organization's / individual's environment, which causes a risk or damage to its position

SWOT analysis is very useful even in revising organization's mission and objectives.

TRANSACTION ANALYSIS (TA) / JOHARI WINDOW
Meaning
TA was developed by Eric Berne in 1950. Later the model was popularized by Berne, Harris and Jongeward. TA offers a model of personality and the dynamics of self and its relationship to others that makes a clear and meaningful discussion of behavior. TA is a method of analyzing and understanding interpersonal behavior.

Levels of self awareness
Johari Window diagram shown below illustrates at what one is conscious in one's social exchanges and what one is not.

	Information known to self	Information not known to self
Information known to others	1 Open	2 Blind
Information not known to others	3 Hidden	4 Unknown

Johari Window

The four quadrants in the above diagram represents total behavior in relation to others on the basis of awareness of behavior, feeling and motivation.
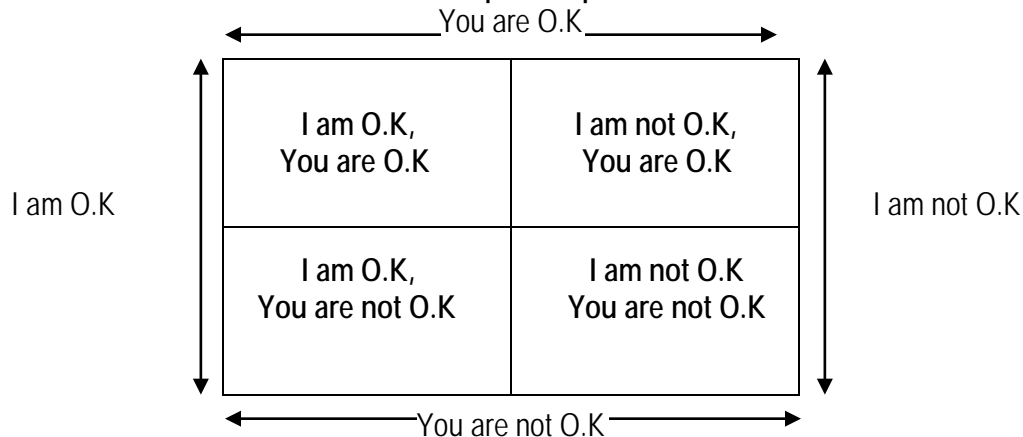
1. **The open self:** Individual knows his behavior, feelings and motives and is willing to share with others. The individual would be straightforward, open and sharing.
2. **The blind self:** Individual is known to others but not known to him. Such behavior is usually copied from others since the childhood. Subtle bars to our personal effectiveness is the blind quadrant.
3. **The Hidden self:** Individual is known to him but not known to others. People learn to hide many feelings and ideas right from their childhood
4. **The unknown self:** Neither the individual nor the others know about him. The unknown self is mysterious. People experience this part of life in dreams, deep rooted fears or compulsions.

EGO STATES
An important aspect of TA is ego states of persons. Ego states are a person's way of thinking, feeling and behaving at any time. People interact with others in three psychological positions viz.

1. **Parent Ego:** Attitudes and behaviors of all emotionally significant people who serve as a parent figure when an individual was a child. Parent ego people are overprotective, distant, dogmatic, indispensable and upright.
2. **Adult Ego:** Is based on reasoning, seeking and providing information. Person interacting in adult ego views people as equal, worthy and responsible human beings. It is based on rationality.
3. **Child ego:** Characteristics are creativity, conformity, depression, anxiety, dependence, fear and hate. People are non-logical and act immediately for immediate satisfaction.

LIFE / PSYCHOLOGICAL POSITIONS: is an important part of TA

	You are O.K	
I am O.K	I am O.K, You are O.K	I am not O.K, You are O.K	**I am not O.K**
	I am O.K, You are not O.K	I am not O.K You are not O.K	
	You are not O.K	

1. **I am O.K, you are O.K:** People in this position solve their problems constructively, accept significance of other people and feel that life is worth living. This is based on adult ego.
2. **I am O.K, you are not O.K:** People feel victimized or persecuted. They blame others for their miseries. This is a distrustful life position.
3. **I am not O.K, you are O.K:** People feel powerlessness in comparison to others. They grumble for one thing or the other, vacillate in their behavior & are unpredictable and erratic.
4. **I am not O.K, you are not O.K:** This is a desperate life position. People lose interest in living. In extreme cases, they commit suicide.

One of these positions dominates each person's life. The desirable position is "I am O.K, you are O.K", an adult – adult transaction.

Transactions
1. Adult – Adult transactions
2. Adult – Parent transactions
3. Adult – Child transactions
4. Parent – Parent transactions
5. Parent – Adult transactions
6. Parent – Child transactions
7. Child – Parent transactions
8. Child – Adult transactions
9. Child – Child transactions

Benefits and uses of TA
1. Develop positive thinking   2. Interpersonal effectiveness   3. Motivation
4. Organization development

BA 9205, COMMUNICATION SKILLS

<mark>UNIT</mark> – II

NON-VERBAL AND INTERCULTURAL COMMUNICATION

DEFINITION
Oral communication transmitted without the use of words is known as non-verbal communication. Non-verbal signals transmit the implied meaning. According to Ray Birdwhistell, in face-to-face communication, spoken words account to only 35% of the total meaning, while 65% is obtained through non-verbal clues.

KINESICS
Kinesics is the study of body language. E.g. when a person says "glad to meet you", his face glows with warmth and his voice vibrates with joy. Body language is suitable for expressing feelings and emotions like joy, anger, fear, nervousness, anxiety, tension, frustration etc. Expression of these feelings is mostly unconscious. Body language includes:

1. FACIAL EXPRESSIONS
Face is the index of the mind. Face would give clues about a person's mental state. Facial expressions convey acceptance, rejection, satisfaction, dissatisfaction, friendship, hostility, interest, indifference, confidence, nervousness, determination, optimism, ease, discomfort, pain, pleasure, joy, surprise, shock, boredom etc. e.g. smile expresses satisfaction and approval; Wrinkles on face suggests worry; raised eye brows, wide open eyes and gaping mouth show surprise or shock.

2. GESTURES
A gesture is a movement of head, hands or legs to express an idea, feeling or emotion. Gestures may either accompany spoken words or stand alone. E.g. Head-nod suggests 'yes'; shaking of the head sideways suggests 'no'; thumbs up suggests 'approval'; hands crammed into trouser pockets suggests superior status; both hands folded on chest or toes tapping the floor indicate speakers attitude.

3. BODY MOVEMENT

Body movement refers to positioning or movement of the body when one is engaged in inter-personal communication. When people are interested and involved, they tend to lean towards the speaker and when they are not interested, they hold themselves back.

4. POSTURE

Posture means the way in which someone usually stands or sits or holds his shoulders, neck and back. Posture can suggest whether one is:
- Relaxed or tensed
- Enthused or feeling low

- Confident or dejected

One's degree of involvement can also be indicated by one's posture. According to Myers and Myers, posture suggests our perception of a person's status. E.g. One tends to relax around people of equal or lower status and tense up around people of higher status.

5. EYE CONTACT

Eye contact is a subtle part o body language. It regulates interaction. When the topic of discussion is pleasant, we maintain eye contact with the speaker. On contrary, in unpleasant situations we lower our eyes or look sideways. Eye contact indicates our willingness to interact, while its absence suggests the desire to withdraw. Starring or glaring look suggests defiance or threat.

6. TOUCH (HAPTICS)

Touching is also one of the traditional methods of communication. How a person touches, sends message about their relationship and the situation in which they are placed. It can reveal whether someone is caring, friendly or intruding into others personal space. Gentle pat on back or a warm hand shake or simply holding hands can express more than a lengthy speech.

KINDS OF KINESICS

Paul Ekman and Friensen have described five types of body movements:

1. EMBLEMS

Emblems represent ideas or icons through visual images. E.g. Finger on lips is a signal to be quiet; 'V' for victory etc.

2. ILLUSTRATORS

The movements of hands and arms to suggest the size or shape or speed of something is called illustrator. E.g. widely stretched arms suggests the enormity of size.

3. AFFECT DISPALYS

Are indicators of inner emotions. E.g. head resting on palms suggest thoughtfulness or sometimes depression

4. REGULATORS

Are non-verbal clues that control the flow of conversation between individuals. E.g. one person finishes speaking and nods towards another. This is an indication to the other person that it is his turn to speak.

5. ADAPTORS

For instance. Some listeners tap the floor with their toes to express they are bored or they would like to leave the place, but the situation does not permit them to leave.

VOICE (PARALANGAUAGE)

Paralanguage refers to a wide range of vocal characteristics viz.

1. **TONE:** Can be gentle, persuasive, appreciative or angry.
2. **PITCH:** variations are necessary to keep the listener attentive. Important parts of the message should be delivered at a higher pitch
3. **SPEED OF DELIVERY:** Speaking fast is different from speaking fluently. Incomprehension is the result of speaking fast. Proper use of stress and pause is essential
4. **PAUSES:** at the right place is important for effective communication. Pause before and after an important message is vital. The first pause creates a suspense and anticipation, the second pause gives time for understanding
5. **SPEECH BREAKERS:** Words like 'oh', 'you know' should be avoided to facilitate smooth flow of message
6. **STRESS:** Important words in the message should be stressed. E.g. I have **checked** the bills

PERSONAL APPEARANCE (ARTIFACTUAL COMMUNICATION)

Artifactual communication includes:

1. PHYSICAL SETTING OF THE OFFICE:

The glance around the room would give you a great idea about the person to whom the room belongs to. The size of room, height of chair, size of the table, number and quality of telephone sets reveals his status. The quality of furnishing reveals a person's aesthetic sensibility.

2. DRESS AND ACCESSORIES:

Dress, shoes and accessories speak volumes about one's financial status and taste. Dress should not be too old-fashioned or trendy or too tight nor too loose-fitting. Accessories should be in harmony with dress and personality

CHARACTERISTICS OF NON-VERBAL COMMUNICATION

1. Verbal and non-verbal communications co-exist. They have to be correlated to get complete message
2. Body posture and gestures along with dress and language accurately reveal he status and educational level of communicators
3. Psychologists believe non-verbal communication to be more reliable than verbal communication
4. Non-verbal communication carries cultural bias
5. Non-verbal clues should be interpreted in relation to their context
6. When non-verbal cues are deliberately affected, they conceal the speakers real intentions

FUNCTIONS OF NON-VERBAL COMMUNICATION

Non-verbal clues:
1. Substitute
2. Repeat
3. Complement   a verbal message
4. Accentuate
5. Contradicts

IMPORTANCE OF NON-VERBAL COMMUNICATION

1. If verbal communication is accompanied with appropriate non-verbal clues, it helps communicator to lend clarity and intensity to his message
2. If verbal message and non-verbal signals are at variance with each other, listener can become alert and make an effort to correct the message
3. Non-verbal communication strengthens our communicative competence as a speaker
4. If we know how to interpret body language correctly, we can neutralize the bullying tactics of others.

INTERCULTURAL COMMUNICATION

Andrea Jung, Chairman and CEO, Avon Products Inc. (Company for women) does business in more than 100 countries with 5 million sales representatives and 300 million customers from diverse cultures. The principle of the company is "think global, act local"

- Communicating across cultures effectively improves productivity, efficiency and promotes harmonious work environment.
- Cross – cultural communication involves understanding cultural differences and overcoming language problems

BELIEFS AND CUSTOMS

1. **Body positions and movements**
- In USA, people sit when they wish to remain in one place for some time, but in much of the world people squat.
- Asians prefer short steps and Americans like longer strides.
- Asians have the habit of bowing as a sign of respect but Americans view this as a sign if subservience or weakness.
- Americans stand up when someone enters the room, where as people from our country may not do it.
- In our country the two-fingered sign indicates "victory", where as in Australia, the sign has a most vulgar meaning.
- The "O.K" sign is terribly rude and insulting in Russia, Germany and Brazil. In Japan, similar sign represents money
- In North America, do not look over the heads of audience in formal speeches. In Indonesia, looking directly at people in higher positions is considered to be disrespectful.

- Smile in our culture is viewed positive. In Africa, smile is a sign of weakness during bargaining
- In USA, left hand is as good as right hand. In our part of the world, receiving a gift on left hand is treated as disrespect.

2. Handshaking

Culture	Handshakes
American	Firm
French, British	Light and soft
Asians	Gentle or firm
Arabs	Gentle, kisses on both cheeks

WORLD VIEW AND ATTITUDE

- Differing attitudes toward various factors of human relationships cause communication problems
- Americans and Indians strive to meet deadlines and wish to be punctual. Whereas, people from Middle East, view **time** in a more relaxed way.
- Arabs stand close to each other, Americans prefer two feet **distance** between themselves and those with whom they speak.
- Americans neutralize body **odors** or cover them up. Asians view body orders as not something to be hidden but as something that friends should experience.
- Germans, Israelis and Americans are very **frank**. Asians appear roundabout and do not like to offend.
- Chinese **end telephone calls** abruptly after their purpose is accomplished. Americans are very friendly and prepare the listener for end of the call.
- Americans are quick to **use first names**, English and Germans expect such intimate address only after long standing acquaintances. Americans prefer autocratic decisions, where as Japanese believe on consensus and democratic decisions.
- America is renowned for **gender** equality. Some of the Asian countries are known for Male Chauvinism.
- Americans believe, for success to follow: **hard work** should be ahead of pleasure. In some cultures, major concern is for spiritual and human well being and the view of work is relaxed and productivity is secondary concern.
- American workers change companies in their **career** a number of times. Where as, Japanese believe on life-time employment.
- Asian culture is vehemently against **display of affection** in public. On contrary, Westerners, accept public expression of love and affection.

BA 9205, COMMUNICATION SKILLS

UNIT – III

ORAL COMMUNICATION

3.1 LISTENING

Listening is an important aid to communication. A survey conducted in USA, revealed that 63% of time was spent on listening, 4% on reading, 11% on writing and 22% on speaking during communication between employees. If people are bad listeners, they will also make bad communicators. Poor listening is a major cause of miscommunication.

3.2 TYPES OF LISTENING

We usually listen to:

A) Obtain information
B) Solve problems
C) Share experiences
D) Persuade or dissuade

1. **Sensing:** How well we sense spoken words is determined by (i) our ability to sense sounds and (ii) our attentiveness.
2. **Filtering:** Is the process of giving symbols, meanings through the unique contents of each person's mind.
3. **Remembering:** What we hear is a part of listening. Unfortunately, we retain little of what we hear.

3.3 BARRIERS TO LISTENING
If people are bad listeners:
- Only inaccurate and incomplete information would be exchanged
- Problems would not be clearly understood and would remain unsolved
- They would not be able to share one another's experience
- On account of being unable to understand each other through their own or others inattentiveness, they would not be able to persuade or dissuade others

LISTENING ERROR IN COMMUNICATION	
Colonel to the executive officer :	"As the general feels the soldiers are unaware of the dangers of drinking impure water", he wishes to explain the matter to them. Have all personnel fall out in fatigues at 1400 hours in the battalion area, where the general will address them. In the event of rain, reassemble
Executive o̶ ... ̶ at 1400	hours all personnel will fall out in fatigues in the battalion area if it rains to march to the theater.

Note: All barriers to oral communication are also the barriers to listening. Refer Chapter 1, Pages 7 – 8

IMPROVING LISTENING ABILITY

- To improve your listening, you must want to improve it.
- Be alert. Force yourself to pay attention
- Concentrate on improving your mental filtering
- Think from the speaker's view point
- Consciously try to remember
- **Commandments of listening**: Stop talking, put the speaker at ease, show the speaker you want to listen, remove distractions, empathize with the speaker, be patient, hold your temper, go easy on argument and criticism, ask questions, stop talking
- Concentrate on speakers words, not his looks
- Keep recalling the points
- Relate the speaker's words to your experience
- Have a positive attitude
- Listen for between-the-line messages
- Take notes

ADVANTAGES OF LISTENING

1. Listening promotes awareness about the organization
2. Listening helps to make better policies
3. Listening pacifies the complaining employees
4. Listening is important for the success of the open-door policy

5. Listening helps to spot sensitive areas

SPEAKING

Introduction

- Employee spends more time talking than writing in business
- Most of the oral communication will be informal
- Some of it will be formal, as in meetings, telephone calls, dictation, speeches and oral reports
- Most of us talk reasonably well, but probably we can do better

Definition of speaking

Speaking is the oral expression of knowledge, viewpoints and emotions through words.

Elements of good speaking

1. **Voice quality:** helps to communicate. It involves pitch, delivery, speed and volume
2. **Style:** is the blend of pitch, speed and volume to form a unique talking personality
3. **Word choice:** choose words from listener's vocabulary. Select words that appropriately convey the morality and courtesy you intend and respect the listener's knowledge
4. **Adaptation:** is fitting the message to the listener. It includes the combine effect of words, voice and style

Courtesy in speaking

Good speakers are courteous. They don't attempt to dominate. They are aggressive but they treat others as they want to be treated.

PLANNING TO SPEAK

Successful speeches to large audience is the result of systematic preparation viz.

1. **SELECTION OF TOPIC:** Topic may be assigned or if you must select a topic, consider:
   - your knowledge
   - your audience and
   - the occasion

2. **PREPARATION OF PRESENTATION:** Conduct research to get the information you need, organize the information and the greeting usually comes first

   a. **Introduction:** Gain attention in the opening, Opening possibilities could be human interest, humor, quotations, questions etc. The opening should set up your subject.
   b. **Body:** Organize the speech by parts. Emphasize transition between parts
   c. **Conclusion:** The end restates the subject, summarizes key points and draws a conclusion

3. **DETERMINATION OF THE PRESENTATION METHOD:** could be

- extempore speech
- memorizing
- reading

4. **CONSIDERATION OF PERSONAL ASPECTS:** seek the following four characteristics:
a. **Confidence:** Having confidence in yourself is important. So is having the confidence of your audience. To earn the confidence of audience, project the right image, talk in a strong and clear voice
b. **Sincerity:** Is vital. Convey an image of sincerity by being sincere
c. **Thoroughness:** Give your listeners all they need – helps your image
d. **Friendliness:** Projecting an image of friendliness helps communication effort

5. **AUDIENCE AWARENESS**
• Speaker should know his audience

Preliminary Analysis
Size up the audience in advance i.e. Look for audience characteristics that will affect your speech like size, gender, age, education and knowledge of audience

Analysis during presentation
Analyze audience reactions during the speech called feedback. Facial expressions, movements, and noises give feedback information that helps speaker adapt to the audience.

6. **APPEARANCE AND PHYSICAL ACTIONS**
Audience form impression from the following six factors viz.
i. **The Communication Environment:** that surrounds the speaker viz. stage, lighting etc.
ii. **Personal appearance:** of the speaker is a part of the message delivered
iii. **Posture:** of the speaker, eye movements etc
iv. **Walking:** manner of walking
v. **Facial expression:** smiles, frowns, eye contact etc of the speaker
vi. **Gestures:** have vague meaning but they communicate

7. **USE OF VOICE**
Good voice is a requirement of good speaking. Four faults affect voice viz.
1. Lack of variation in pitch
2. Lack of variation in speaking speed
3. Lack of vocal emphasis
4. Unpleasant voice quality
These faults can be corrected through self-analysis, imitation and work

8. **USE OF VISUALS (GRAPHICS)**

Visuals or graphics can help overcome the limitations of spoken words. Visuals could be chart, diagram or picture that communicates the best. The visuals should be of interest in presentation.

PERSUASION

Definition

An effort to influence the attitudes, feelings or beliefs of others or to influence actions based on those attitudes, feelings or beliefs.

It is better to use persuasion than compulsion. Persuasion to change the beliefs and attitudes is not liked by people. In such cases, persuasion has to be indirect and suggestive.

Examples

1. Buyers have often to be persuaded to buy a particular product available with seller in place of one they actually wanted to buy
2. In an office or factory, lazy, incompetent workers have to be persuaded to do their work

The art of persuasion

1. Persuasion needs confidence on your part. The alternative course of action suggested by you is in the interest of organization as well as the receiver's interest, i.e. you must not try to persuade others from a purely selfish motive
2. Do not impose yourself on the receiver or overwhelm him with arguments. Give indirect hints and subtle suggestions. Gently channelise his thinking in such way that he adopts the point of view or the course of action suggested by you as if he had arrived at it as a result of his own thinking
3. If the other person has a flexible mind, he will be easily persuaded. If the person is headstrong, self-opinionated person, try to meet him half-way. Give up a few points to him in the beginning, then gradually bring him round on the other points
4. Bring yourself to the level of other person. Look at the issue from his point of view and mould your arguments accordingly. Select the arguments that will have special appeal to the receiver.

Steps in persuasion

1. **Analyzing the situation:** Communicator analyzes the situation to find out the need of persuasion, advantages and disadvantages of the new course of action being suggested. He also studies the psychology of the man to be persuaded in order to plan a suitable strategy
2. **Preparing the receiver:** It is natural that people resent being persuaded to change their views or behavior. Put the receiver in a pleasant frame of mind. Compliment the receiver on some of his outstanding qualities and achievements. The points on which communicator agrees with the receiver may be mentioned first, so that a meeting ground for communicator and receiver is prepared. Discuss the whole issue from receiver point of view
3. **Delivering the message:** Message should be delivered stage by stage with help of forceful arguments beginning with those parts of message which are easier to accept and delay the unpleasant parts as much as possible
4. **Prompting action:** If the first three steps have been taken carefully, receiver of the message will be easily persuaded to adopt a different course of action or hold a different view

GOALS

Goals are desired result, purpose, or objective that one strives to attain

Goals are SMART:

Specific

Measurable

Attainable

Relevant/**R**ealistic

Time-Oriented / **T**angible

Types of Goals

1. **Short-term goals:** A goal that can be achieved in a relatively short period of time. E.g. to complete the course

2. **Long-term goals:** A goal that takes a long period of time to achieve. E.g. Great success in career

Goal setting and analysis

- Identify the goal – List all your dreams
- Prepare a goal statement – Read one hour per day
- Check your goals – whether it harms the interest of anyone
- Goal is personal, positive, practical, flexible, time bound and measurable
- Identify whether anyone has already achieved success
- Focus on your most successful moments in life
- Identify the internal and external obstacles in achieving each goal
- Focus on your most successful moments in life
- Identify the qualities and behavior required to reach each goal
- Identify the resources, people, materials and institutions help you in achieving goal
- Prepare a step by step plan to reach goal
- Start implementing the plan of action
- Review the progress
- Analyze the reasons for deviation
- Start behaving and acting as if you have already achieved your goals

Steps to achieve goals

- Your self in OK state
- Really tapping into what really you want
- Goal does not depend anyone to achieve it
- Stand in accomplishment - step into time
- If anything would make this more make it now

- Think the significant people in your life
- Realization of this goal – to a higher goal
- Imagine yourself having achieved the goal
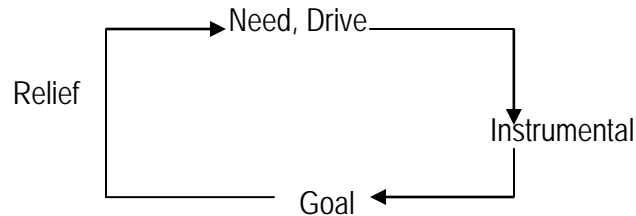- Imagine what you want it to be
- Willing to commit & to do.

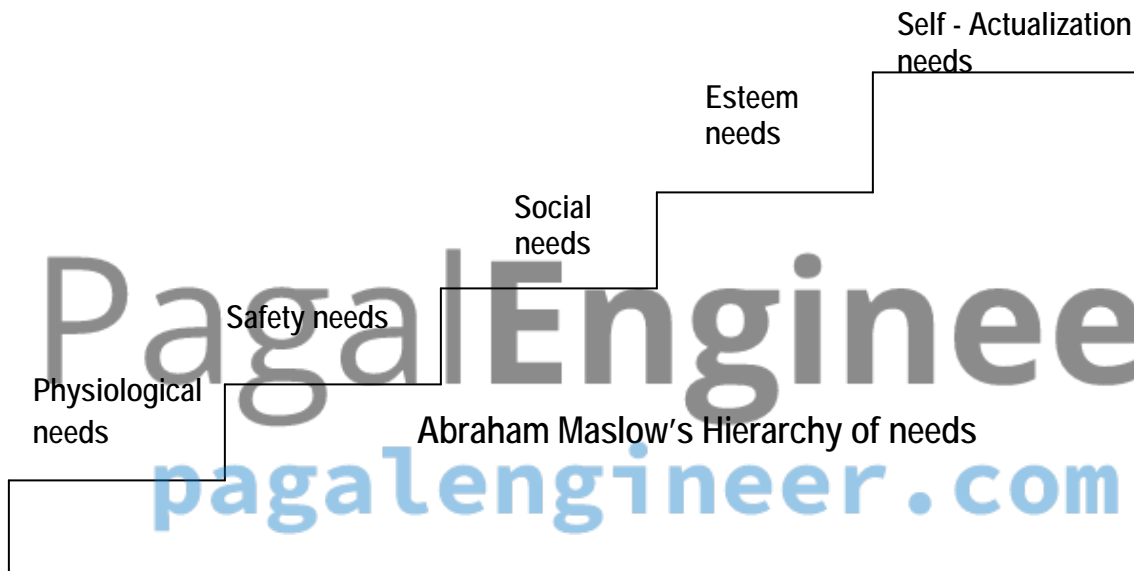### Now do it

MOTIVATION AND HIERARCHY OF NEEDS
What is motivation?
An inferred process within an animal or an individual that causes that organism to move towards a goal

Motivational cycle

Abraham Maslow's Hierarchy of needs

Abraham Maslow's Hierarchy of needs

Physiological needs: Hunger, thirst etc.,
Safety needs: To feel secure & safe, out of danger
Social needs: Affiliate with others, be accepted & belong
Esteem needs: To achieve, be component, gain approval and belongingness
Self-actualization needs: Self fulfillment & realize one's potential
If we fulfill our needs at one level, then we can focus on satisfying the need on the next higher level

Self actualized characteristics
- Perceive reality accurately
- Tolerate uncertainty
- Accept oneself without guilt or anxiety
- Solve problems effectively
- Possess a strong social awareness

- Develop meaningful interpersonal relationships
- Relatively independent of environment & culture

Self motivation
- Do it now
- Break up the task into small steps
- Don't wait for mood or inspiration
- Start action
- Solutions will follow if you try

Motivational strategies
- Find new skills
- Develop & train them
- Get feedback on their performance
- Expand their ability to work
- Rotate their work

Motivational techniques
1. Lead them
Real examples are quicker than advice
Way to influencing people
2. Appeal to benefits
Can motivate
Mutual benefits to both of you
3. Appeal to emotions
People act quickly to emotions
Positive manner
Sustained by repeated inputs
4. Appeal to needs & wants
Basic needs satisfaction
Creative expression, recognition & challenges & love
5. Appeal to expertise
Abilities enhance his self-worth
Put best effort to seek approval

How to achieve success?
- ✓ **Responsibility –** not blame anything
- ✓ **Hard work –** ready to work in any time
- ✓ **Character –** values, beliefs & personality of you

- ✓ **Right time -** ready to do at right time
- ✓ **Persistence -** failing is also a step to success
- ✓ **Creativity –** excellence of his effort
- ✓ **Commitment –** winning edge
- ✓ **Learning -** life long process
- ✓ **Planning -** exact

ATTENDING & CONDUCTING EFFECTIVE INTERVIEWS

The job interview has been defined as a conversation with a purpose. Job interviews are used to further evaluate candidates referred for selection. It is normally a one-on-one meeting between the selecting official and the candidates. A job interview provides a valuable opportunity for you and the candidate to learn more about each other.

Planning the Interview

Interviews can be structured in different ways. The structure determines what kind of planning you ought to put in and what kind of results you can expect.

There are seven critical areas to focus on before meeting with the candidate:

1. What the job requires
2. Information you need from the candidate to predict his or her success in the job
3. Outline the interview process
4. Record and summarize observations about each candidate
5. Schedule Interviews
6. Notify the Candidate
7. Review the Candidate's Application, Resume or Other Related Material

Conducting the Interview

Approach each interview in a positive frame of mind remembering that, although you are a prospective employer, you are also a salesperson for your organization and the job you want to fill. Interviews have three basic stages: an opening, a body and a close. Let us examine each of these stages in detail.

The Six-Step Interview Plan for Opening

The following is a six-step approach to interviewing that can be modified to fit your own particular needs and circumstances.

1. Introduction
2. Review the Application
3. Describe the Job
4. Candidate Self-Assessment
5. Candidate Clarification
6. Closing

Body: Controlling the Interview

In order to obtain the information you need to make a sound employment decision, you must have control over the interview. Establishing and maintaining control of the interview requires effective listening combined with good questioning techniques.

Topics to Cover

Attempt to gain knowledge about the candidate's career growth, stability, achievement, interpersonal skills and interest in the position. Examine the following areas:

- Work Experience
- Relevance of Education

- Outside Interests
- Sensitive Topics

Note Taking
Unobtrusive note taking during the interview is necessary to have a record of the information gathered that you can refer to later.

Interviewing Techniques
The following techniques will help you conduct a successful interview:
- Pay Attention/Listen
- Echoing/repeating
- Level of Language
- Handling "Problem" Candidates

Closing: Post Interview
The post-interview process should consist, at a minimum, of the five following elements:
1. Record Your Observations
2. Narrow the Field
3. Check References
4. Make The Hiring Decision
5. Notify Selected Candidate
6. Notify Unselected Candidates.

Strategies to Attend Interviews
- Interviews provide an opportunity to turn a job possibility into a job offer.
- Preparation will give you the confidence you need to perform well during your interviews.
- Interviewing provides you with an opportunity to explain, in your own words, the ways in which your experiences, knowledge, skills, and aspirations combine to make you a desirable candidate for a given position and organization.
- Additionally, the interview setting allows you to demonstrate your interpersonal skills, professionalism, and personal style.

General Purposes of Interviews
The general purposes of an interview are to:
- Get to know you on a personal level
- Learn more about your qualifications
- Allow for the gathering of information relevant to organizational needs
- Provide additional information on the position and organization
- Assist the organization in identifying the applicant who should receive a job offer.

"One important key to success is self-confidence. One important key to self-confidence is preparation." (Arthur Ashe)
Preparation is the vital ingredient of all three phases of the interview process.
What you do BEFORE the interview will have a powerful impact on how well you perform DURING the interview.

PRE-INTERVIEW STRATEGY # 1 : Find work you will love doing, Know About Yourself, Do You Know What Employers Want?

PRE-INTERVIEW STRATEGY #2: Research the company, The company's reputation, The company's benefits, The company's mission, vision and goals.

PRE-INTERVIEW STRATEGY #3: Study the job description carefully and make sure your application and/or resume compliments what the company is looking for.

The competencies employers want in candidates can be developed in various ways and fall into three general categories:

- Transferable Skills
- Adaptive Skills
- Job Specific Skills

PRE-INTERVIEW STRATEGY #4: Prepare for questions that will be asked during the interview.

PRE-INTERVIEW STRATEGY #5: Prepare questions you will ask during the interview.

PRE-INTERVIEW STRATEGY #6: Visit the interview location a day or so before your interview.

PRE-INTERVIEW STRATEGY #7: Plan what to wear to your interview.

PRE-INTERVIEW STRATEGY #8: Plan what to bring to your interview.

Job Interviews: Employ These Strategies

Job interviews can be challenging, but **only** if you are unprepared. If you follow the **PRE-INTERVIEW STRATEGIES**, you will be more confident, professional, and less nervous than the other candidates.

During your job interviews, you will be enthusiastic, likeable, determined, and informed. These traits are more important than your job qualifications.

DURING-INTERVIEW STRATEGY #1: Arrive early.

DURING-INTERVIEW STRATEGY #2: Make your introduction and greeting memorable.

DURING-INTERVIEW STRATEGY #3: Use body language that shows you are enthusiastic, confident, and comfortable with the interview process.

DURING-INTERVIEW STRATEGY #4: Be yourself, but only up to a point.

DURING-INTERVIEW STRATEGY #5: Answer questions clearly and confidently.

DURING-INTERVIEW STRATEGY #6: After answering their questions, ask some yourself.

DURING-INTERVIEW STRATEGY #7: Exit gracefully.

Job Interview Strategies You Use AFTER the Interview Can Make the Difference!

Job interview strategies don't end when the interview does!

POST-INTERVIEW STRATEGY #1: Immediately send a Thank-You Letter.

POST-INTERVIEW STRATEGY #2: Don't be shy about making follow-up calls.

POST-INTERVIEW STRATEGY #3: Don't worry, be happy.

POST-INTERVIEW STRATEGY #4: Negotiate your salary when you are offered the job.

POST-INTERVIEW STRATEGY #5: If you got the job, go celebrate! If you didn't, don't despair, just start again. Even during bad economies, there are usually a number of job openings in a wide variety of fields. If you didn't get hired this time, that just means there's a better job out there waiting for you.

Job Interview Questions & Answers: Know What to Expect and What to Say

Although many candidates dread them, job interview questions are wonderful things! They are your greatest opportunity to prove to the interviewer that you are the best person for the job!

The key is to give better answers than anyone else. To do this, you must:

(1) Anticipate likely questions;

(2) Develop excellent answers;
(3) Practice!

PARTICIPATING IN DISCUSSIONS

What is a Group Discussion?

Group Discussions (GDs) are formal, organized discussions conducted with the intention of evaluating a candidate in a peer group situation. The group may either be asked to discuss a topic or they might be given a case study. Lately, some institutes have also been coming up with 'Group Tasks', which involve a cooperative effort from the candidates to achieve a task. GDs are held because business management is essentially a group activity; working with groups is perhaps the most important parameter of success as a manager.
What the panel looks for:
All that one observes in a GD can be categorized into two broad areas: the content and the Process. The content is all about the 'matter' (or the 'what') spoken in the GD. Whereas, the process refers to the 'how', 'when' and 'why' of the GD. Both are equally important and need adequate attention at all stages.

Participation in GD examines:
- Communication Skills
- Knowledge and Ideas regarding a given subject
- Logical reasoning
- Leadership and Coordinating Capabilities
- Behavioral and personality skills
- Exchange of Thoughts
- Addressing the Group as a Whole
- Thorough Preparation

Strategies for a successful GD

Sailing through Group Discussions successfully is an art. Here are some strategies that will take you a long way in winning the day.
1. Be natural
2. Must speak
3. Entering a discussion
4. Group dynamics

Types of GDs: Topic-based, Case studies, Role plays, Group tasks

Discussion versus debate
Human beings love debates because we like to win and see others lose. A debate is a perfect situation for expressing intense emotions. A GD, however, calls for a lot more maturity and logic.

The purpose of a GD, though conducted in a competitive mode, is not to establish you as a winner and others as losers. Its purpose, as far as you are concerned, is to help you come across as a person with sound, logical reasoning and the ability to respect the viewpoint of others.

A critical difference between a GD and a debate is that, while a debate begins with two groups' bids to outwit each other, a discussion is evolutionary; this essentially means participants have the opportunity to refine their views in the course of the discussion. Thus, every member needs to contribute substantially and add to the existing knowledge base instead of pulling each other down. The difference, thus, lies not just in style, but also in the mindset that is required to tackle the challenges.

CONFERENCES
Meaning
A **conference** is a meeting of people that "confer" about a topic. A conference is a seminar, symposium, educational program, or similar event organized for the purpose of facilitating a discussion or exchange of views on matters related to the mission.

Types of Conferences
- Academic conference: in science and academia, a formal event where researchers present results, workshops, and other activities.
- Business conference: organized to discuss business-related matters best effected there.
- Athletic conference: a grouping of geographically-related teams
- Football Conference: an English football league
- News conference: an announcement to the press (print, radio, television) with the expectation of questions, about the announced matter.
- Settlement conference: a meeting between the plaintiff and the respondent in lawsuit, wherein they try to settle their dispute without proceeding to trial
- Parent-teacher conference: a meeting with a child's teacher to discuss grades and school performance.

PRESENTATION SKILLS
I. WORDS
The audience will determine the words used. Only use jargon in its rightful place. Be aware of the problems involved with words.
EXAMPLE
Use concrete, simple language. Do not talk in abstractions. Do not use five words when one would do e.g. "in the fullness of time" – i.e. "soon" or "now" would be better. Be conscious of using positive words. Avoid words like "but", "try", "maybe" etc. Avoid sexist and racist language.

II. HOW WE SAY IT
The large contribution that this makes to your message is important to consider. Sarcasm, for example, relies almost totally on the way you say the words. 'You're coming home with me today' could be said in a variety of ways, with very different meanings! You contribute to the understanding of the message in a variety of ways:

1. EXPRESSION

The amount of emphasis placed on particular words will focus attention on important points. You can show how enthusiastic you are by injecting expression into what you are saying. If you are not enthusiastic about your speech you can hardly expect your audience to be.

2. PAUSING

Do not be afraid of pausing. You do not have to rush through it all like an express train. Give the audience time to take in and digest what you are saying. Certainly pause after the main points of your talk.

3. HAM IT UP

You need to use more expression than usual where talking to a large group. You need to ham it up quiet considerably to have the same effect as you would with a group of, say, five. Do not be afraid of this, you have to go quite a long way before you are in danger of going over the top.

4. TONE OF VOICE AND PITCH

There is nothing more tedious than listening to a delivery in a monotonous tone of voice. A voice that moves up and down like a piano scale is much more interesting. Try practicing and listening to your voice on a tape recorder.

5. SPEAK CLEARLY

Try to make sure that your words do not run into one another. If there are tongue twisting words in your talk, practice them so that they come out perfectly. Be conscious of "bringing your voice forward in your mouth". Do open your mouth when you speak.

6. SPEAK OUT NOT UP

Most people give up on a speaker they have to strain to hear. Make sure you are loud enough for everyone *in* the room. Breathing properly can help here. Lungs are rather like an organ. If you do not put enough air into them you get a rather squeaky sound out. Practice breathing deeply. This can help quell nerves as well, but do not overdo it or you may pass out!

7. BODY LANGUAGE

All those things you do not actually say make a quite outstanding contribution to your message: the way you stand, the gestures you use, whether you look miserable or happy.

8. LOOK AT THE AUDIENCE

This may be very hard to do but is essential. You need to look at them to see how they are reacting. Are they bored? Asleep? Looking interested? Looking at you? You need to worry when the audience stops looking at you for any length of time. It is usually indicative of not listening. In small groups you should look at everyone and at eye level, not above their heads.

9. SMILE

Again it is quite hard to smile if you are nervous. Even if you are not particularly happy, smiling can create the illusion that you are. It is also surprising how very often the audience smile back. Smiling also has the added benefit of axing your vocal chords - It can help to make your voice sound more interesting.

10. AVOID CREATING BARRIERS

You need to get as near to your audience as possible. Standing behind a desk or lectern immediately sets up a barrier. It is always tempting to hide behind something, but is undesirable.

11. STAND SQUARE
Find a comfortable stance. The best position is standing with feet slightly apart. Try to avoid leaning up against furniture, and keep hands out of pockets.

12. BEWARE OF DISTRACTING MANNERISMS
This does not mean standing rigid. Most of us use our hands to some extent to add emphasis to what we are saying and we should not stop doing this. However, waving your arms around all over the place is likely to distract the audience. Jangling keys and coins in pockets or wearing clanking jewellery can also distract

13. BE NATURAL
Easier said than done, you may say. However, if you concentrate on getting the message across and stop worrying about yourself, you will have more chance of coming over naturally.

III. DIFFERENT METHODS OF PUTTING THE MESSAGE ACROSS
There are many ways open to you to vary the way you actually approach your subject. In longer talks finding some way of involving the audience can be helpful in overcoming the concentration problem. The following alternatives may be useful to consider:

1. AUDIENCE PARTICIPATION
You might be able to split the audience into groups, ask them to discuss a particular topic and then report back to the whole group. This is particularly useful in a training situation.

2. QUESTION AND ANSWER SESSIONS
It is almost always desirable to invite questions from the audience, but in a structured way. Question sessions are usually best left until the end of the talk, but if the session is a long one, breaking up the talk with short question sessions may be useful.

3. LECTURING
If you are going to talk to your audience for any length of time without participation from them, you must break up the talk in other ways, possibly by using visual aids of some sort.

4. DEALING WITH QUESTIONS
There are good reasons for inviting questions from the audience. The main one is that it contributes towards the message being understood. If one person asks a question about some topic that is not clear, it would help everyone else in the audience.

IV. VISUAL AIDS: There are many different types of visual aids you can use to complement your talk. It is important to consider using them because:
- They break the whole thing up, which is extremely useful in longer talks.
- They are visual - a different activity for the audience from passive listening.
- They can help illustrate complex information in a simplified way.

TYPES OF VISUAL AIDS

1. **SLIDES:** Either for an overhead projector or a slide projector. Limit the number you use.

2. **FLIP CHART:** A board with sheets of paper which can be written on during a talk or prepared beforehand and referred to during a talk.

3. **MODELS:** If you are talking about a piece of equipment, it is a good idea to have a model of it there so that people can see and examine it.

4. **FILMS AND VIDEOS:** In a training environment, films and videos can often illustrate particular points very usefully.

GUIDELINES ON USING VISUAL AIDS

1. **PLAN:** Plan the use of visual aids to complement your talk. However, never rely on them completely. Always be prepared for the worst. If the equipment breaks down you must be able to talk without the visual aids.

2. **KEEP THEM SIMPLE:** On using slides, it is essential to simplify the information you are presenting. Columns of figures will not add anything at all, but if the information is turned into a simple graph or bar chart, the visual impact will be more effective. Do not use too many words on slides. They should not be 'verbal printouts'.

3. **GIVE TIME:** Give time for the audience to look at slides. Do not talk and show slides at the same time. When you have to move on from the topic illustrated by the slide, take it off. Do not leave the audience looking at something that does not relate to what you are saying.

4. **LIMIT THE NUMBER:** Limit the number of visual aids to be used. Do no use them for the sake of it and do not use too many different types. For example, stick to a flip chart and overhead projector, or just use a slide projector.

5. **TALK TO THE GROUP:** Do not talk to the screen, flip chart or slide. Stay facing the audience. Do not point to the screen with your arms. If you want to highlight particular points, use a pointer with a slide projector. With an overhead projector use a pencil or a pointer on the projector itself, not the screen.

6. **MAKE THEM LARGE AND PUNCHY:** Keep slides simple and punchy. If using a flipchart, write in large letters using a black pen. Blue, red and green are quite difficult to see at a distance. Make sure everyone in the room is going to be able to see your visual aids.

7. **CHECK ANY EQUIPMENT:** Check any equipment before you start your talk. Practice so that you are familiar with how the equipment works. Check the blinds and lights in the room if you need to darken it. Always be prepared for the worst and have extra bulbs and extension leads available.

V. DEALING WITH NERVES: A common reaction to being asked to speak to a group is one of sheer terror. It is one of the top ten human fears along with spiders and heights. It is worth taking comfort from the fact that you are not alone. Do not be fooled, however, into thinking that nerves disappear once you have become used to speaking to groups.

VI. PREPARE THOROUGHLY: If you have done all you possibly can in preparing your material and researching the audience, it provides a degree of security. Preparing speeches takes time, so make sure you are prepared enough.

VII. BEWARE OF THE SELF-FULFILLING PROPHECY: If you think the audience will react in a hostile way, it is easy to become defensive. Defensiveness is one of those characteristics that can easily come over in the tone of voice and body language.

1. STAND WHERE YOU ARE GOING TO SPEAK: In advance, try to get used to what it feels like standing in the spot you will be speaking from. For example, if you are sitting in a meeting as part of the group and then come to the front to give a short presentation, the room will look completely different. This can be off - putting.

2. TRY OUT YOUR VOICE: This has already been mentioned, but it is important so that you do not experience that disembodied feeling when you start.

3. DISTRACT YOURSELF FOR TEN MINUTES BEFORE YOU BEGIN: For many people it is those last few moments before they start that are the worst. Try distracting yourself and clear your mind of what is to come. Talk to someone about an unrelated subject or go to the cloakroom. Breathing deeply or doing a few neck exercises can also help.

4. NECK EXERCISES: A lot of tension can build up in your neck and shoulders when you are worried or nervous. Try neck rolling. Lean your head right back and gently and slowly roll it right round in a circle so your chin falls forward on your chest. Bring your head back to the start position, rolling it upwards the other way.

5. BREATHE DEEPLY: Helps voice production. Breathing deeply a couple of times have a calming effect.

6. PREPARE ANSWERS TO ANTICIPATED QUESTIONS: Again, by thinking ahead of what might be asked, you can prepare your answers. This helps ingrain a feeling of security.

7. DO NOT WORRY ABOUT YOURSELF: The important thing about talking to a group is getting the message across. Worry about the subject by all means but concentrate on that and not yourself.

VIII. MAKING EFFECTIVE SPEECH

We hold our listeners' attention more through their feelings than their reason. We convey our intellectual meaning by the words we use and by their arrangement. We convey our feelings, that is, our emotional meaning by the way in which we speak. To make our words effective we need to give our attention to tune, emphasis and phrasing.

• *Tone*: Most speakers of the English language use only two or three tones. The Welsh and West Highlanders of Scotland, on the other hand, use at least an octave. Even speech is more meaningful when we use plain range of tone. Practice increasing the range.

• *Tempo*: Speed of speech is measured by the number of spoken words per minute. Pace is measured by how quickly the listeners feel the time is passing. Speech is more interesting to listeners when the speed is varied. If your average speed is too slow, your listeners become bored and impatient. On the other hand if your average speed is too fast your listeners do not have enough time to take in what you are saying and once again lose interest.

• *Emphasis:* We put meaning into words by placing emphasis at appropriate points. Emphasize important words and phrases.

• *Phrasing:* The unit of writing is the single word. The unit of speech is the phrase. It is in the moments of silence between phrases, however small, that the listener interprets the meaning.

Therefore see that the phrases are separated by pauses so that the listeners can 'get the picture'.
• Do not worry about speaking up - speak out.

• Try not to think of the mechanics of speech while actually talking to people. Train yourself to speak more clearly in a definite practice period and so gradually make the 'artificial' way become the 'natural' way.

• Learn a few passages by heart to practice in spare moments when alone.

IX. Evaluating Feedback

Some members of your test audiences may be inexperienced in giving feedback. Some suggestions that you might like to share with them prior to their evaluation of your presentation are as follows:

1. "Own" your messages.

State your reactions with "I" rather than "you" statements that generalize all listeners. Audience reactions vary. By owning your own reactions, you allow the possibility of different responses.

2. Be specific and concrete.

While it might be nice to know that someone liked my introduction, it doesn't tell me very much. Instead, one could say, for example, "I liked the concrete illustrations of the theory X." or "I liked the way you included your own background and interest in the introduction."

3. Focus on behaviors, not on personality characteristics and judgments.

For example, say "I would have liked more eye contact" rather than "It's clear you're really not interested in us since you never look at us." Also, limit comments to behaviors that are changeable. Distracting gestures can be brought under control. Calling attention to a stutter, for example, is probably not helpful in a public setting.

4. Distinguish between observations, inferences, and judgments.

All of these have some role in evaluation but they are quite different. Observations have to do with what we see and hear; inferences and conclusions are reached based on those observations and judgments and/or evaluative response.

5. Balance positive and negative comments.

Try to emphasize the positive things on which the presenter might work constructively in the future. When listening to feedback on your presentation, do not be overly sensitive to either the wording or the actual comments; some people may feel uncomfortable giving criticism and may not phrase their comments well.