

BUSINESS COMMUNICATION

Jonah C. Pardillo



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PREFACE

Business communication serves as a comprehensive and integrated approach towards the study and application in written and oral format to serve all the audience. To run a successful business, excellent product, services or structuring up of superior quality products proves to be very vital ingredients to run a smooth business practice. However, these two alone measures do not comply with the guaranteed success as they should be complemented with best business practice.

In this book, each chapter is self-sustained that allows an amalgamation of all the flexibilities and custom approaches, which are very specific in designing. Each chapter specifically focuses upon the clear objectives and demonstrates the skills and context that relates to the requirements of understanding the concept and matter of business communication. The first two introductory chapters from the foundation of the study material that introduces to the scope of business communication, their various types and significance in the day-to-day world. This chapter outlines the model of business communication in practice that serves as a most influential part of business practice in today's world and succeeding chapter shows the measures to overcome the barriers to business communication.

The next sequence of the chapter describes the vital role of internal and external communication in business practice that depicts how both the sender and receiver forms the foundation of communication in day-to-day business. The chapter throws the light on the effective business practices in management that entail the effective business writing and speaking skills in an organization. Later on, the next bunch of chapters shows the perspective of interpersonal and intrapersonal interaction in business communication along with the negative side of business practices. The concluding chapters strategically describe the effective communication skills in both written and oral communication and at last, application of business communication and the effective role of cross-cultural communication skills is explained in a detailed format that covers the wide range of format from presenting a business report into the impact of cultural differences in business practice.

1 CHAPTER

INTRODUCTION TO BUSINESS COMMUNICATION

“Communication leads to community, that is, to understanding, intimacy and mutual valuing”

—Rollo May

LEARNING OBJECTIVES

After perusing this unit, students should be able to:

- Appreciate the vast scope of communication in modern world
- Distinguish between the process of communication and exercise of power
- Understand that one-way flow of information is a part of the overall process of communication
- Identify different types of communications
- Grasp the importance of communication skills in the life of an individual and enterprise

KEYWORDS

- **Communication:** It is the process of influencing others to achieve common, shared objectives.
- **Power:**—It is the process of influencing others to do something that left to themselves they would not do.
- **Oral Communications:** These are the messages that come through words, phrases and idioms from the mouth of the speaker.
- **Written Communications:** These messages require preparations and can be thought out properly before committing in writing and are more accurate.

- **Non-verbal Communications or Body Language:** These are the messages that humans send out by using signs, signals, gestures, expressions, and sounds and convey meanings provided the receiver can learn to understand them.

Recount the dividends that accrue from acquiring effective communication skills



1.1 INTRODUCTION

The term communication neither means the transmission of a source information nor the information itself. It is the mutual form of understanding that originates from the receiver. For a good business, communication needs to be effective.

What is communication?

- Communication is the activity of conveying information. Communication has been derived from the Latin word “communis”, meaning to share.
- Communication requires a sender, a message, and an intended recipient, a medium

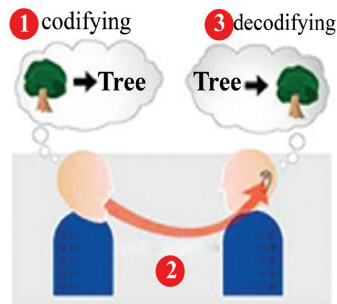


Figure 1.1. Process of Communication

Source: https://is.muni.cz/el/1456/jaro2016/MPV_COMA/um/E-book_II_Business-Communication.pdf

Communication contains the good essence of management. Some of the major functions of management like planning, organizing, directing, and controlling cannot be well appropriated without the effective communication.

Business communication consists of a continuous flow of appropriate information. One of the most vital parts of business communication is feedback. Nowadays organizations are very large that involves a large number of people placed at various levels of hierarchy in a company. As the number of levels keeps on increasing, so does the job of managing the organization gets difficult.



Figure 1.2. Connections of Corporate Communication

Source: https://is.muni.cz/el/1456/jaro2016/MPV_COMA/um/E-book_II_Business-Communication.pdf

Under this scenario, communication plays a very important role in directing and controlling the people in an organization as any kind of discrepancies and immediate feedbacks can be avoided on time. Thus, there should be always effective communication among the people at different levels, such as between the superiors and subordinates in any organization for the success and growth of the industry.

1.2 SCOPE OF COMMUNICATION

As a matter of subject, communication covers a wide range of canvas which covers different people, different research, and application in different domains. Some of them are listed below:

- Communication can be related as a means of transportation that takes from one place to another, such as, movement of men, machines, and materials, and so forth, either by railways, roadways or air, and sea transport.

Scope of Corporate Communication

- ❑ Corporations - Departments with the tasks such as community relations and marketing communications dealing with an organization's reputation and service to clients.
- ❑ Nonprofit Agencies - Options ranging from membership organizations to social and cultural groups, hospitals, and health care agencies offer public relations opportunities where fund raising is always involved.
- ❑ Entertainment, Sports and Travel - Communicators in these areas are usually concerned with *press agency* and promotion of events. Publicity is an important part of practitioner duties here.
- ❑ *Government and Military - Here communicators focus on promotion of political issues of line hiding lobbying, information dissemination about government activities to citizens, and information distribution to and about the military.
- ❑ Education - Higher education opportunities cover relationships with alumni, faculty and administration, students, and the general public promoting the college image, recruiting students, and raising funds.
- ❑ International - With today's almost instantaneous global communication, intriguing new areas have opened. These areas are particularly desirable for bilingual or multilingual practitioners who are familiar with many cultures.

Communication also serves as a means of sending and transmitting messages, information, packages or parcels through telephone, post, telegram, or internet. During the last few decades, these methods of communications have undergone some revolutionary changes such as postal services have been overtaken by courier services, telephonic conversations over landline have been replaced by mobile phones, and mass usage of internet sources have changed the ways of business to be done.

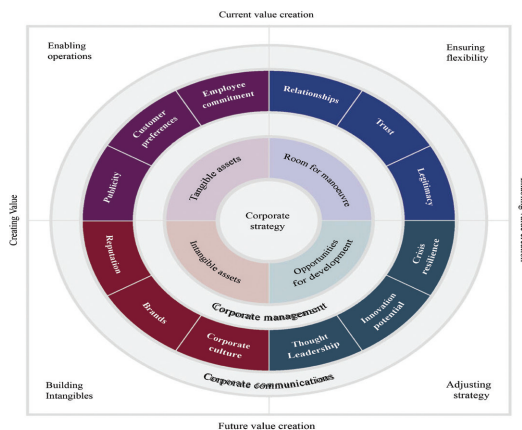


Figure 1.3. Creation of Future Value in Corporate Communication

Source: https://is.muni.cz/el/1456/jaro2016/MPV_COMA/um/E-book_II_Business-Communication.pdf

In the business or management context, it is the art of communicating and exchanging information. Communication is a way of “influencing others” to attain the common objective of shared opinions. Communication

has evolved as a powerful personal skill that an individual must acquire to perform their duties, so they can emerge as efficient managers and effective leaders.

Communication power

In an enterprise, communication serves as the most useful input resource in the form of men, money, material, machines, and motivational power. Messaging serves as one of the most important resources in any transaction anytime anywhere. It forms the bond that keeps companies, communities, and nations together. Apart from messaging, there is one more process that is widely used in communication, which is known as the use of authoritative power that shows the influence or holds on another person. The whole process of communication is largely dependent upon the skills of an individual person.

Communication as a two-way process

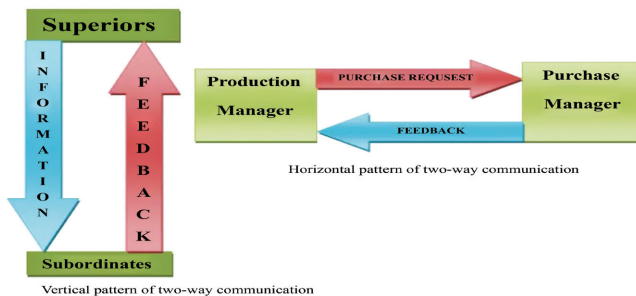


Figure 1.4. Vertical and Horizontal Pattern of Two-Way Communication

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Communication is a complete process that starts with communicating the messages by sending and receiving of the messages by the receiver. An individual who receives the message is a customer whose needs and wants should be well known to the sender, which happens in the marketplace. Communication happens between the two parties in which one is sender who carefully chooses words, phrases, and vocabulary and the other is a receiver who has his own methodology of learning and experiencing the absorbed message. In this process, a good speaker has a capability to analyze

the reaction of his audience from the sounds, gestures, and expressions they make or the way they may sit or change their posture from time to time. Hence, it is a full process of communication that takes between two people in a considerate complete manner.

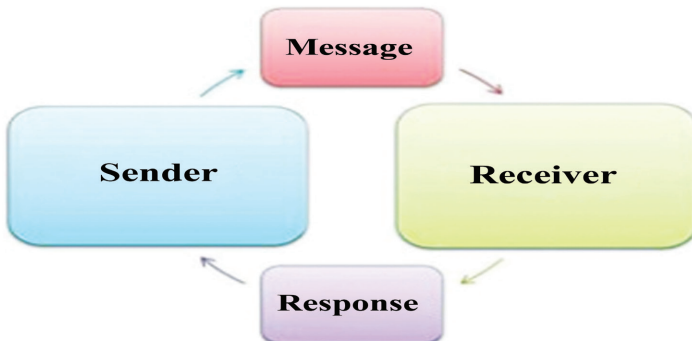


Figure 1.5. Connection between Sender and Receiver in Business Communication

Source: https://is.muni.cz/el/1456/jaro2016/MPV_COMA/um/E-book_II_Business-Communication.pdf

Information as a one-way process

Flow of information is another related process of business communication. This flow of information is seen as the most important and powerful tool for the people working at different levels in a business enterprise. The most important thing for understanding this flow is to look at the difference between the communication and information because communication is a two-way process and information, on the other hand, is a one-way process. Information being half of the process is used on a wide scale in organizations. As the complexity in a business grows over a period of time, it becomes very tedious to ensure the two-way process of information, as it flows either in a downward, upward direction, or in a horizontal form along the formal lines of command.

1.3 TYPES OF COMMUNICATION



Figure 1.6. Exchange of Strategic Ideas in Corporate Communication

Source: https://is.muni.cz/el/1456/jaro2016/MPV_COMA/um/E-book_II_Business-Communication.pdf

Business communication can be classified into verbal and non-verbal communication which is further divided into several components. The few measures are shown as below:

Types of Communication

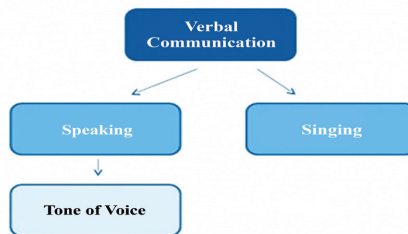


Figure 1.7. Distinguishing Features of Verbal Communication

Source: https://is.muni.cz/el/1456/jaro2016/MPV_COMA/um/E-book_II_Business-Communication.pdf

Verbal communication

It happens through the usage of words in which the communicator is heavily dependent upon the language designed, developed, and curated by humans. It also suffers from many limitations instead of the fact that some of the languages are very well developed and used regularly. It is further divided into two groups given below:

Oral communication

These are the messages that are delivered through words, idioms and phrases by the speaker. The way speaker appears in the public, his body language, mannerism, and the way in which he may influence the people can leave a significant impact on the audience. It is the easiest form of presentation and expression in front of the public.

Written communication

This form of communication requires the thorough preparation before making any commitment to writing. It is usually time-consuming and expensive, but more precise in terms of technical, legal and diplomatic communications. With the recent developments in the size of organizations, written communication has become the only way to communicate between various departments through sending mails, fax messages or instant messaging which is rapidly influencing the way people do business in the 21st century.

Nonverbal communication



Figure 1.8. Exchange of Ideas, Signals and Gestures in Nonverbal Communication

Source: https://is.muni.cz/el/1456/jaro2016/MPV_COMA/um/E-book_II_Business-Communication.pdf

The basic communicating methods in nonverbal communication are signs, signals, expressions, and gestures. Nonverbal communication is a form of God made language and by the rule, it should not go through any form of limitations except the fact that the knowledge of human understanding is limited in these ways of communication.

Nonverbal communication is also called as the body language, which is the richest language known in nonverbal communication. Body language is not the man-made language as it's God's own creation, so the studies that are used to understand these gestures or expressions are recorded such that students can understand the meaning of this nonverbal communication.

1.4 SIGNIFICANCE OF COMMUNICATION SKILLS

In the present scenario, communicating and corresponding with the people is so common that people are already so much occupied in their daily routine that they do not stop and give a thought to the advantages that business enterprises can utilize from mastering this art of communication. Some of the payoffs from the business enterprises are given as follows:

Communication is the Lifeline of an Organization

It is very difficult for an organization to function if there is no interaction between the people, or they do not converse or correspond to each other. For the working of all enterprises, human efforts are required to:

- Interact and react in all the situations
- Make correct assumptions about the future or forecast future events
- Planning and mapping up of rough blueprint for the future
- Organizing and designing the format of searching the resources and achieving the plan
- Gathering and recruiting of people to get them according to their desired locations
- Leading or directing the people by devising their jobs so as to adhere to the plan
- Exchange of appropriate information, ideas, plans, and proposals
- Measure and monitor
- Coordination and control

Thus, communication has been described as the “glue” that together holds the process of the entire organization in the collective form as one entity. Without the means of communication, top management level managers and leaders will not be able to influence the people to achieve the common objective of growth of an industry.

Internal Communication

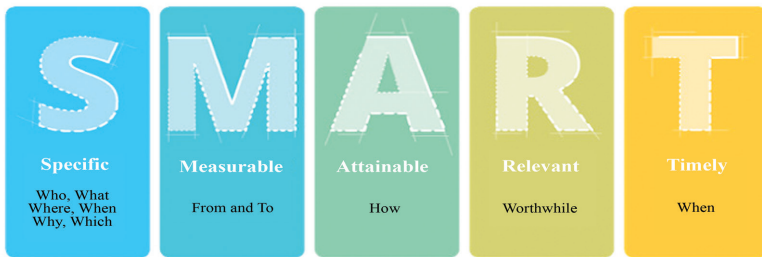


Figure 1.9. SMART Attributes in Internal Communication

Source: <https://insights.staffbase.com/blog/why-internal-communications-is-more-important-than-ever>

The growth in the business sector was small by the end of the 19th century and it started growing rapidly from the early phase of the 20th Century. In such conditions, business enterprises became very large at the multinational level, as they grew more in terms of complexity with respect to their products and services operational in different countries and continents. Along with the liberalization of economies, competition at the global level accelerated according to the change of market structure. So, as the business was increasing at a high rate with more complexity and changing dynamics, business enterprises were required to implement appropriate internal communication so that everybody can be informed about the happenings in large corporations.

External communication



Figure 1.10. Tactful Ideas in External Communication

Source: https://is.muni.cz/el/1456/jaro2016/MPV_COMA/um/E-book_II_Business-Communication.pdf

In the modern society, business corporations need to interact, preach or react to according to any happenings in the other institutions such as:

- Government bodies, statutory or regulatory agencies, municipal corporations, and so forth.
- Distributors, dealers, and retailers
- Customers, community members and society at large scale.

Almost all the well-recognized organizations are concerned about their public image, their goodwill, and trust among the customers. To further enhance their well-established reputation, they participate in a number of activities such as:

- Public speeches by senior executives
- Tactful responses to comments and criticisms in the media against the opposite party
- Preparation and distribution of informative pamphlets about the firm
- Marketing communications and publicity
- Production and dissemination of product catalogues, videos, and so forth, at larger scale



Figure 1.11. Communication Process through Social Media

Source: <https://www.interact-intranet.com/11-ways-perfect-internal-communications-plan/>

These activities are mostly centralized in the Public Relations and Corporate Communications department in all the large corporations and emerged as one of the special skills towards the well being of the company. These activities perform several functions such as:

- Elimination of unnecessary correspondence with another department.
- Saving of time and expense
- Building up of a good impression in front of the public
- Enhancement of reputation and goodwill
- Help to increase the profits of the company

Communication skills as a vital job requirement

It is the nature of human beings to communicate all the time. This ability of expressing powerfully and influencing the attitude of people to enhance their better performance in jobs has emerged as one of the top job skill for managers at all levels of management. In this respect, employees are expected to:

- Write good correspondence
- Be fluent in oral conversation
- Develop powerful body language
- Be able enough to sell ideas and products effectively

With the increasing rate of competition, it is believed that even specialists like accountants, engineers, technicians, and so forth should possess good communication skills. In the present scenario of knowledgeable society, it is very important to acquire good communication skills to attain that one competitive advantage against all in the market.

Communication skills essential for promotion

Nowadays, one of the most important prerequisites for promotions in the industry is good communication skills. Communication skills are not just required for the top managerial but managers at lower rank are also requested to have good command over spoken and written business language. The people who have acquired senior level positions in a short frame of time are those who had a good command over the writing and speaking it in the form of persuasive official letters or compilation of the reports.

Communication skills aid problem solving

For a person to become a good communicator, it is necessary for him to be clear and think in a systematic manner. Attainment of effective communication skills is an addition to a person's self-esteem and confidence, which proves

to be very helpful for the managers to collect all the relevant information and get around the people in an effortless manner.

Communication skills, ignite enthusiasm

If an individual is able to represent the viewpoint of the whole group in a business manner, then it enthuses him because he will be chosen automatically as a representative of a company. This upliftment leads the person to become more spiritual and involved in the group activities on a large scale. Such positions also attract many people around where they progress by involving into roles that are more important.

Communication skills, enhance motivation

It is complementary in nature that people who have good command over their oral and written communication skills usually come up as a very good listener. Listening is also an important constituent of communication as it is an added learning to an individual, which highly influences their attitude and behavior towards learning. Communication skills help in reorienting the mind-set of people towards work to increase the performance of an individual. Over the period, these types of people become more focused towards the objectives of the firm and accomplish them more profoundly.

Communication skills are advantageous in personal life

Concerning the private citizens, many of the individuals participating in lots of activities like sports, club, social work, community work, and so forth. In addition, people participate in other social, cultural, and religious activities. Thus, people who are highly active in this kind of activities come up as a good communicator where they may get noticed quickly and appointed as head of many such group activities. This often leads them to become a well-known and prominent member of the community.

Communication skills, hone leadership traits

As it can be seen from the above discussion that all the big leaders in business, industries or political arenas, have considerably better communication skills than others. These people are very good at delivering the effective, informative and influential speeches to the audience at large scale. Hence, effective communication skills help these people to attain the positions of leadership.

Dividends from effective communication skills

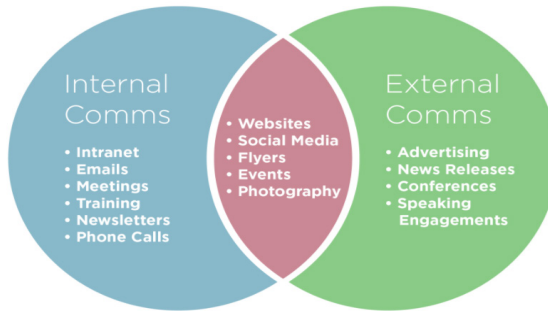


Figure 1.12. Salient Features of Internal and External Communication

Source: https://is.muni.cz/el/1456/jaro2016/MPV_COMA/um/E-book_II_Business-Communication.pdf

It has been witnessed that communication skills have emerged as a most important part of an individual upbringing and personality. The appropriate selection of words and phrases and their distinct use can directly throw a light on an individual's personality. Under this present age of knowledgeable society were necessary things like education, training and skills are taught right from the early phase of learning, communication skills have shown up as one of the critical importance in day-to-day life. It is said that "it is no use having brilliant ideas if one cannot put them across properly, accurately, and lucidly."

1.5 MODEL OF BUSINESS COMMUNICATION

The advancement in technology and scientific understanding have led to the formation of models that helps to envision the working of a given process. Thus, it can be said that the model depicts both the parts and the whole process of working at the same time. A researcher and a mathematician, Claude Shannon developed a communication model back in 1947. He modeled the communication process by including various features of communication such as a source of information, a message encoder, transmitter, signaling, channel, message decoder, receiver, and noise. Later on, Warren Weaver added the additional information of feedback process to the model that gave it a turn from a strictly linear programming to a circular one, such that it closely represented the interpersonal communication as published in 1949 under the heading of Shannon-Weaver Model.

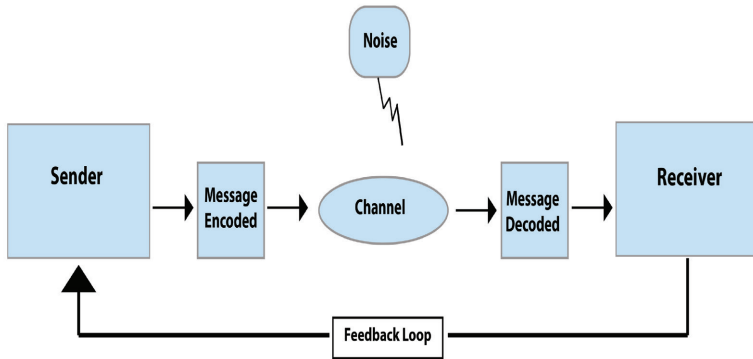


Figure 1.13. Shannon-Weaver Model

Source: https://is.muni.cz/el/1456/jaro2016/MPV_COMA/um/E-book_II_Business-Communication.pdf

To understand the working of an interpersonal communication model and its application in business situations, let us suppose there is one sender who writes a business process for the upcoming position in his department. Thereafter, at first, he starts with determining the format of the document and later turns on to the recently accomplished business process. Thus, his decision to use a preformed format to encode the message along with the tone, word choice, and detailing in writing are very helpful. This is a type of process where one took his own ideas and adapts them according to an already accepted documented style to represent in his own ways such that the receiver may understand it well. Now, the next decision lies in representing the information.

There are two options to choose in between publishing the content through the company's net resources or to introduce it in segments under a PowerPoint Presentation. So one has to choose the best channel, which is suited to publish the information. Before the document being received by the receiver, it has gone through the Human Resource Manager for an example, so that they can fully understand the information and decode it accordingly. There are some few drawbacks in the Shannon-Weaver model when it was adopted in the organizational communication structure. There was some acute lack of content in the model when it was checked in reality. Some of the lacking features are: what are the factors that influence the communication choices in an organization or the different types of methods used by the employees? Does the company's hierarchy or corporate culture affect the communication?

1.6 IDEOLOGY OF THEORISTS

In business communication, there is one theory that works beyond the physical state of employees to determine their behavior and hence, it is the communication between employees within the organization. Benjamin Schneider on his article named as “The People Make the Place” made a case for the “Attraction-Selection-Attrition” theory in which he postulated that,

- Traits of an individual personality and interests lead to the aimed profession.
- Organizations select only those employees who possess common traits.
- Gradually, those people who do not fit completely into the organization’s atmosphere leave.
- Those who leave are further replaced by the others who possess the same common traits.

There is a situation when employees become too close to each other were bringing up any change seems to be very difficult. Everett Rogers tells about the innovation, which can be a new product or practice in a company, which goes through four different stages, such as creation and invention, communicating the invention, acceptance over time and results of adopting or not adopting the new idea of the product. Further, Everett also identifies the five levels of “adopters” that follows a bell curve as shown in the below figure,

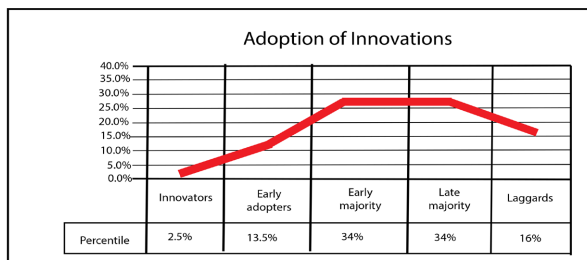


Figure 1.14. Everett Rogers Defined Five Levels in the Process of Adopting Innovations

Source: https://is.muni.cz/el/1456/jaro2016/MPV_COMA/um/E-book_II_Business-Communication.pdf

Under this model, it is very important to see how an individual will perform to meet the goal, how he will design the initial stages of communication,

how often he would take follow-up, and at last how successful he would be while responding to the concerns of those adapting to the new process.

1.7 CREATION OF A BETTER MODEL

While keeping in mind all the insights of real-world situations and the role of business communication in any organization, it is required to modify the Shannon-Weaver model. Creation of better or improved model does not only require understanding the context of communication, but it requires to pay the attention to the specific type of message or information being sent out and channel chosen.

Do you know?

What is an innovation? Any practice, product or service perceived by an employee to be new

The accurate presentation of communication model in any company should be dynamic which can depict the switching of places between the sender and receiver. The information to be shared should depend upon the common experience of comprehension such as message decoding. Any type of communication within the company like verbal or written should be conducted on the premises of the existing structure of organization. That specific component of the structure should include everything from existing technology to work decorum for the better growth of the organization. In the below figure business communication model is represented which shows the working of communication in an organization structure.

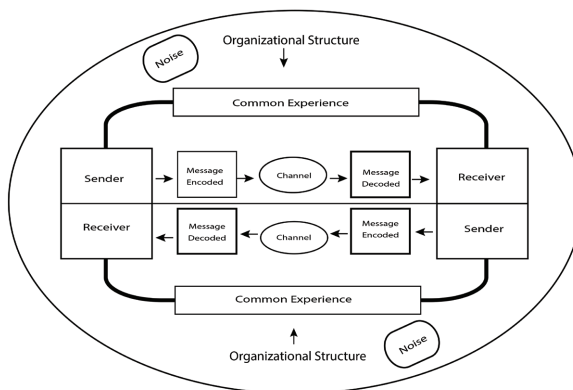


Figure 1.15. Business Communication Model

Source: https://is.muni.cz/el/1456/jaro2016/MPV_COMA/um/E-book_II_Business-Communication.pdf

SUMMARY

- Communication is an art that incorporates the knowledge gained over a wide spectrum by human beings.
- Communication is a key to success for a human in every field such as from workplace to effective classroom teaching.
- Business communication defines the working in any organization that results in effective marketing of a company, productive interpersonal relationships among the employees in an organization and successful customer service resolutions.
- This chapter envisages the scope of communication, various types of communication in a business, and significance and implementation of good communication skills.
- It also covers the business communication model of Shannon-Weaver and drives through the concept of ideologists towards the better creation of a model.

REVIEW QUESTIONS

1. Explain the vast scope of communication in the modern world.
2. Explain the difference between the process of communication and exercising of power.
3. How is the one-way flow of business information being a part of communication process?
4. Explain different types of communication.
5. What are the insights of Shannon-Weaver model?
6. Explain the role of change agent in the process of business communication

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2 CHAPTER

OVERCOMING BARRIERS TO COMMUNICATION

“The most important thing in communication is hearing what isn’t said”

– Peter F. Drucker

LEARNING OBJECTIVES

Understanding the concept of nature of barriers to communication

- Introducing the vicious circle of communication
- Identifying the types of different barriers to communication
- Distinguishing barriers in business communication at team and group level.
- Describing 7 C’s and 4 S’s of communication skills

KEYWORDS

- **Barrier:** It is anything that holds apart, obstructs, or prevents going ahead.
- **Personal Barrier:** It is a shortcoming or a deficiency that is individual, private, and peculiar to a person.
- **Group Barrier:** It is the obstacle that crops up when a number of persons are gathered closely together because of common characteristics or community of interests forming a recognizable unit.
- **Organizational Barrier:** It is the fence or wall that is created when a body of persons is organized for some specific purpose reflecting the administrative, personnel, and executive structure of business, club, union and society.
- **Attitude:** It is a manner of showing or meaning to show a mental state, emotion, and mood. It is showing through acting, feeling, or thinking one’s disposition, opinion, and so forth.
- **Evaluation:** It is to find, determine and appraise the value, worth or amount and express them in numerical terms.



2.1 INTRODUCTION

The barriers of communication emerge from the inherent process of sending and receiving information among the human beings. Some of the imperfections arise from:

- Different approach of thinking of all the individuals
- Inadequacy of the language
- Imperfect mastery over the languages and expression
- Limitations of bounded rationality

There is a vicious triangle of barriers that form an integral part of every human being, which consists of the three apexes known as thinking, saying, and doing. These can be summarized as:

- What we think, we do not say
- What we say, we do not do

As we know that the apexes of triangle never meet, so this triangle will not exist either. But, over the period of time, as people will get more aware and due to their continuous efforts, it will lead to the improvement in personal skills of an individual where the size of the triangle can be minimized but they will not be able to meet ever as shown in the below figure.

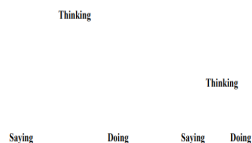


Figure 2.1. Vicious Triangle of Communication Barrier

Source: <https://www.google.com/url?hl=en&q=http://tsime.uz.ac.zw/claroline/backends/download.php?url%3DL0J1c2luZXNzX0NvbW11bmljYXRpb25fU2VsZi1MZWFybmZ19NYXRlcmlhbmC5wZGY%253D%26cidReset%3Dtrue%26cidReq%3DMBA563&source=gmail&u>

st=1507710877944000&usg=AFQjCNEYLPfpCvAwXUaNBqlHEeLMDbU-EQ

2.2 TYPES OF BARRIERS TO COMMUNICATION

Capability of having a good communication is a personal trait. Some of the barriers to effective communication take place at the following three levels:

- Personal barriers to communication
- Group barriers to communication
- Organizational barriers to communication

2.3 PERSONAL BARRIERS TO COMMUNICATION

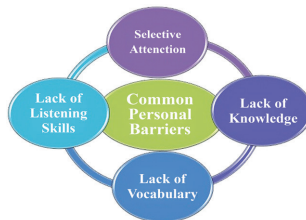


Figure 2.2. Some Features of Personal Barriers in Communication

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Personal barriers in communication can be found at the individual level, senior level or on a subordinate level which is shown as below:

Barriers at the individual level

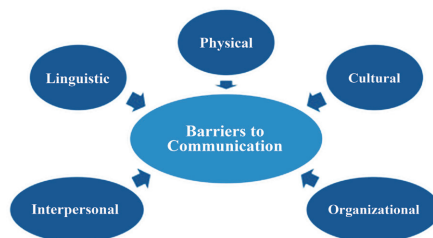


Figure 2.3. Five Different Barriers in Effective Communication

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Communication barriers are the obstructions that are caused during the process of transmission of messages during encoding or decoding of ideas, words or phrases. Mostly in different forms of languages, a word can have different meanings which, depends upon the context in which that particular is used. Though each word has many similar meanings and interpretations but to find the most suitable one according to the given situation is always an issue. These communication barriers are also known as semantic barriers that can take the following different forms:

A badly expressed message consists of

- Lack of clarity in message
- Lack of precision
- Poorly chosen words and phrases in communication
- Careless omissions in words
- Lack of coherence
- Poor organization of ideas to communicate
- Use of jargons
- Inadequate vocabulary in writing
- Awkward sentence while structuring the phrases

Assumptions not clarified

Generally, messages are based upon some assumption. If the message to be delivered is not communicated to the receiver, then it may lead to some incomplete process if a transmission or wrong interpretation of the message.

Faulty translation

The words or phrases used in the messages must be familiar to the receiver such that he may understand and respond to it well, which calls for a great mastery and adaptability of a sender to use the appropriate language. If the correct words are not chosen or in the absence of suitable vocabulary, the receiver may not respond to the desired response.

Use of specialist language

It is very common that each specialist uses a language that works according to his profession. For an instance, the language used by an MBA is completely

different to that of an engineer. Similarly, a technician uses different language than an ordinary worker. City dwellers may use different words and phrases as compared to the village folks; so all these things act as some roadblocks for effective communication among different people.

Barriers at the level of seniors

These could be:

Attitude of the seniors

If the attitude of the seniors is not very collaborative with the juniors either because of the lack of awareness or due to some personal issues, then messages will not deliver freely from one person to another and that should happen in a well-structured organization.

Insist on proper Channel of Communication

It has been observed that many of the seniors like to stay within the defined lines of communication according to the formal code of conduct, as they do not prefer bypassing the lines of communication, as it would lead to the thwarting of their authority.

Fear of challenge to their authority

It is the tendency of some seniors that they tend to hold on to the difficulties of some information, as it may disclose their weaknesses. In addition, they think that if they do not share their information, then they would become more important to the organization.

Lack of confidence in the subordinates

Some seniors assume that their juniors are less competent and do not prefer the passing down of the information as it leads to higher risk of misusing and leaking of information.

Ignoring communication

It has been observed that some seniors in the office deliberately ignore the information from their subordinates so they could maintain their importance. This has a two-way affect because it creates the barrier in the minds of juniors to share any information in the future.

Lack of time

Many times, it has been seen that seniors are overburdened with the responsibilities of high work pressure, so they do not have any time to provide information downwards, either upwards or horizontally.

Lack of awareness

Some seniors do not favour the importance and viability of conducting a smooth flow of information within and outside of the organization, which blocks the flow of communication in the organization.

Barriers at the level of Subordinates



Figure 2.4. Four Distinguishing Personal Barriers in Communication

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

The following are:

Unwillingness to Communicate

It is a rule of a company that if any employee feels embarrassed to give the information then he would not divulge it or delay its delivery to the assigned department. It has been seen that people often modify the information to protect their own interests, which can be very misleading too. As wrong information is worse than no information.

Lack of incentive

When there is a situation of up and down of information in line of command and control, lack of motivation occurs. If any good suggestions from the subordinates are ignored or not given appropriate attention then it will lead to snowballing effect in the organization. By this nature, subordinates do

not feel stimulated at all and do not put any suggestions regarding product, process or working of systems.

2.4 GROUP BARRIERS TO COMMUNICATIONS

Group barriers lead to the interpersonal barriers to communication. These barriers occur when there is an interaction between the group of employees and the members from different sections, department or within a team that have different members from different functional specifications of the organization. A few major barriers to communication are:



Figure 2.5. Group Barriers in Communication

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Premature Evaluation of the Sender

Generally, this happens when the looks or the initial introduction of the subject is not on the line and seems to be unimpressive according to the set of standards and where the receiver is already done with the prior analysis of the sender. This also happens when the sender's credibility to deliver the message is low. Such type of barriers can be overcome by:

- Developing the sense of empathy for the receivers and doing the appropriate modification of the message to make it more acceptable.
- Receivers can listen freely away from any prejudice and commitment.

Inattentive listening

If the receiver is preoccupied with something else and is concerned with other issues, he may fail to react to the message, talk, bulletin, notice,

or circular. Since the receiver is not able to give sufficient attention, the message may fail to register in his mind.

Loss during Transmission of Message

Most of the times it happens that when a message has to pass through several departments of an organizational structure, it tends to lose its accuracy before reaching the target. With respect to oral transmission of messages, it is believed that accuracy gets lost at every stage of transmission. While with the written messages, loss generally occurs due to the differences in interpretation, meaning, and translation of the message.

Loss of Retention

Retaining of messages for long in the memory seems to be a difficult process as it applies to both the oral and written messages. However, if any copy of the written message is available, then a person can refer to it again and again. It is also said that people only remember:

- 10% of what they read
- 20% of what they hear
- 30% of what they see
- 50% of what they see and hear
- 70% of what they say
- 90% of what they say as they perform the task

Undue reliance on written words

It is often seen that senders put undue importance over the written messages. Instead of the fact that messages are well drafted and presented, they fail to make the necessary impact on the receiver due to lack of trust and confidence between the two parties. Apart from messages being very good, they should flow with the organizations “purpose and employees” own interest.

Distrust of the communicator

If the person who sends the message is very prone to cancelling and delaying the messages, then it leads to the more delay in the responses from the receivers. Also, they may not act with that energy and enthusiasm, because they are already waiting for the corrections in the original document.

Failure to communicate

Sometimes even managers may fail to communicate the concerned department or people due to some reasons. In such cases, once a missing link gets established then even a subsequent message cannot evoke the right response.

2.5 ORGANIZATIONAL BARRIERS TO COMMUNICATION

The organizational structures of firms are designed to support and promote company objectives. The objectives of any organizations define the working systems such as a given set of policies, procedural norms of behavior, and code of conduct to achieve the objectives of corporate. These measures are further supported by the comprehensive and systematic performances such as appraisals, rewards, and punishment to name a few. Some of the major organizational barriers are:

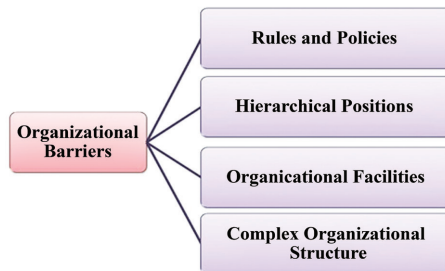


Figure 2.6. Four Salient Features of Organizational Barriers to Communication

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

An organizational policy

Organizational policies help in understanding and facilitating the strategic measures for the better working of the industry. Organizational policy measures support the flow of information in all directions, such as external communication and internal communication and also covering downward, upward, and horizontal communication flow as well. If the smooth flow of communication is not well supported by the firm's policy, then it will lead to inadequate and unhealthy functioning of the organization.

Organizational rules and regulations

Many times, there are certain rules and regulations of the company that comes in between the free flow of business communication and requires the proper communication channel. Such rules and procedures inhibit the free flow of communication which requires the current updates to bring them in accordance with the demands and strategies of accomplishment.

Status relationship

There has been a complementary relationship between the functions and communications. As the difference in the level of functionaries gets greater, so does the possibility of breaking down of communication between them keeps getting higher. If a person frequently interacts with another senior person then his job gradation needs urgent review.

Complexity of organization structure

Those organizations that comprise many layers of departmental structure leads to delay in the flow of messages from one sender to another receiver at the other end. It also increases the rate of risk as the distortion in the message increases manifold while travelling from one end to another. In these types of firms, generally communication done in an upward direction suffers badly in an organization.

Organizational Facilities

Organizational facilities in any firm include measures for meeting and conference rooms, complaints, or suggestion schemes, and so forth. Organizational measures increase the more options for open door policies amended by senior managers and executives. Under this limelight, companies should also organize occasional gatherings with respect to social, cultural, and sports activities to contribute towards the better flow of information at both the informal and formal stages.

Gateway for Effective Communications

Developing and devising a better knowledge regarding the various barriers to communication leads to the management of devices to overcome these communication barriers. It is very much required for every communicator to take specific and immediate steps to improve the conditions and vanish the hurdles of effective communication.

The American Management Association has formulated the following features for the effective communication:

- Clarification of ideas before communication
- Knowing the purpose of communication
- Understanding the physical and the human state of communication
- Consulting others while planning of communication
- Contents and overtones of communication
- Valuation of communication going to the receiver
- Follow up action
- Importance of communicating
- Actions congruent with the process of communication
- Good listener

Principles of Good Communication

“Communication is directly influenced by the ability to articulate issues concisely and convey to receivers in words and phrases they are familiar with so as to persuade them to the intended course of action.” Therefore, it is a powerful skill to cultivate. Following text comprises of seven Cs and four S that serve as a guideline for the managers and leaders in any organization: Seven Cs of communication

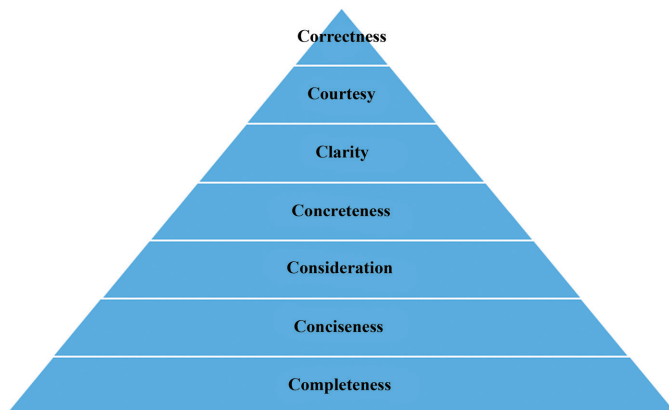


Figure 2.7. Seven Vital Features of Communication

7 Vital Features of Communication Completeness

The messages those are complete in nature achieve all the desired results without incurring any additional time or any type of expenses to seek the clarifications or to get the high priced replies. Once complete messages are being sent by the sender then it helps him to build his image along with goodwill and high credibility. This also saves lots of time and cost. Generally, the following guidelines are used for completeness:

- Checking of five Ws, that is, (What, When, Where, Who and Why) and H (How) of the message.
- Answering all the questions in a meticulous manner.
- Putting up some extra information rather than holding it back

Conciseness

Conciseness relates to the delivering of messages in the fewest words and making it more understandable to the receivers. Conciseness works in the opposite direction of wordiness or verbosity. By doing the elimination of unwanted words, the importance of the relevant messages increases. It should be noted that “brevity is the soul of wit.” Some of the following guidelines should be taken care of such as:

- Omission of hackneyed expressions
- Avoiding of repetition and long winding sentences
- Inclusion of relevant facts with due courtesy
- Organizing of messages logically and effectively

Consideration

Preparation of messages should be done while keeping the receiver in mind and senders should place themselves in the receiver’s position to visualize their receiver’s needs and wants. Thus, it would help senders to draft the messages that are according to the requirements of receivers. Messages should be considered as a gift wrap in which one can convey whatever he wants to say or write which requires a mix of attitude, empathy, and human touch. Consideration before sending the messages also leads to better understanding of the human nature. Some of the following directions while considering the messages proves to be very useful:

- Focusing on “you” instead of “I” or “we”
- Highlighting the benefits of the message going to the receiver

- Emphasizing on the positive and the future aspects of messages
- Maintaining integrity of the message

Concreteness

Concreteness in a message requires specification, definition, and vivid nature. The communicators should avoid the vagueness while making the general statements. Some rules to follow in this context are:

- Correct choice of vivid and image building up words in the message
- Usage of direct and action verbs

Use of specific facts and figures to maintain the integrity of the source information.

Clarity

To maintain the clarity in a message some special efforts are required to check that if the messages that are being delivered across the receivers is fully understandable as they all might have different experiences, educational background, and opinions. As there is a pattern of uniqueness in mental filter of every individual, so does it give different meanings to the text even though the text would remain same and in these situations some of the following tips are very useful?

- Always short, familiar and conversational words and phrases should be chosen to communicate.
- Lengths of sentences and paragraphs should be precise and understandable.
- The message should be explained with the help of illustrations and audiovisuals to leave a better impact on the receiver.

Courtesy

Courtesy comes from ones “innate desire to respect others.” It helps us in bringing of new friends and strengthening of old friendships. But it requires an individual to develop a “you attitude” and to be sensitive to others. Some of the measures to be followed in this context are as follows:

- Omission of expressions that can hurt or irritate others
- Apologizing for things to work in good faith
- Answering mail regularly and properly on time

- Being appreciative, thoughtful, and honest in front of others

Correctness

The last and the most important is the correctness of messages that should be done in a perfect way. Sometimes, the message may be correct, but it might fail on the grammar front which may reflect the negative traits like insulting, humiliating, and overbearing to the receivers. Correctness can be ensured by adopting the following rules:

- Using of appropriate and correct level of language in tune with the receivers
- Incorporation of accurate data and evidence
- Choice of right words, phrases, and sentences
- Organization of matter in a systematic way such that paragraphs may result in appropriate size

Four S's of communication

Besides the above seven principles of communication, there are given below four principles of communication that have become very popular:



Figure 2.8. Four Different Forms of Communication

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Shortness

Shortness refers to the “economizes” of words. It conveys that message should be as brief as possible. Some good rules are:

- Avoidance of high sounding and bombastic words
- Using of less complex words, phrases, and ideas
- Simply using common and popular vocabulary

Simplicity

Simplicity impresses; there is a famous “KISS” principle in communication it says that, “the message should be kept short and simple.” Few golden rules under this are as follows:

- Choosing simple and meaningful words reflect the clarity of sender’s thoughts
- Confused people use more confusing words that in turn leave the reader in amaze
- Clarity in the idea germinates by using simple words and phrases

Strength

Good strength in the content of messages easily “convinces” receivers about the adaptability of the ideas. The messages themselves should deliver the conviction to the receiver. Some measures are:

- Do not send half-hearted messages as it adds a touch of falsehood in the messages.
- If the sender is highly convinced and appreciates the message, then it carries the strength in his conviction
- The strength of the message comes from the credibility of senders.

Sincerity

The last measure is the quality and sincerity in the message that “appeals” everyone and especially the receivers of the messages. If the receiver can sense the observation he made is just a make-believe situation, then the entire process of communication would fall and the sender may fall in trouble. Adopting the below given rules will give it a good direction,

- Always a sincere approach becomes more appealing to the receivers

- Sincerity gets easily reflected in the way sender and receiver communicates
- Sincerity adds to the credibility of the sender's message.

SUMMARY

- The barriers in the process of communication emerge from the embodied process of sending and receiving of messages among human beings.
- Barriers exist in the form of gaps between individual's thought, speech, and course of action that forms the vicious triangle of thinking, saying, and doing.
- This chapter explains the communication barriers at the top three levels, that is, individual, group, and organizational level, which results because of badly drafted messages, unclear assumptions and faulty interpretation of messages.
- Due to some lack of facilities, the free interaction on the professional front along with some social and cultural issues can add barriers to communication. This chapter also throws the light on the principles of good communication skills that covers seven C's and four S's of communication.

REVIEW QUESTIONS

1. Explain the vicious triangle in communication and measures to reduce the gap between thought, speech, and actions in an organizational structure.
2. Describe the personal barriers in communication and measures to overcome it.
3. Describe the group barriers in communication and effective strategies to overcome them.
4. Explain the organizational barriers in communication
5. Describe any five principles of communication with examples.
6. Explain the principles of correctness, concreteness, and clarity by giving examples.
7. Describe the four S of communication.

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3

CHAPTER

INTERNAL COMMUNICATION

“After all, the ultimate goal of all research is not objectivity, but truth.”

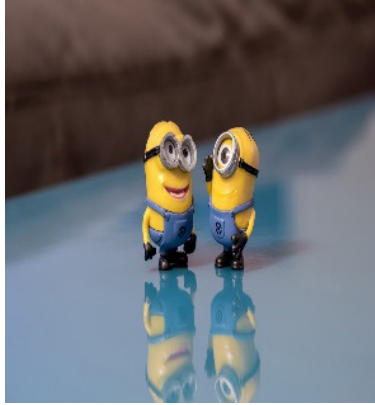
—Helene Deutsch

LEARNING OBJECTIVES

- Understanding the concept of internal communication
- Exploring the factors affecting the view of group dynamics.
- Knowing the audience and choosing of appropriate audience.
- Understanding the concept of communication skills between employees
- Distinguishing various types of business communication
- Understanding the methods of internal communication and its various functions and purposes.

KEYWORDS

- **Audit:** an official checkup of an organization's accounts.
- **Documentation:** the written specification and instructions accompanying a process.
- **Review:** a formal assessment of something with the intention of instituting change, if necessary.
- **Analysis:** detailed examination of the elements or structure of something.
- **Feedback:** It is returning a part of the output of a process back into the input side to revive it.
- **Channels:** a method or system for communication or distribution.



3.1 INTRODUCTION

Large and small organizations use a most of interior channels to deliver messages to their employees. Company's internal internet or intranet may benefit and provide an e-learning opportunity when they make alternative changes to their features. Newsletters covering new hires, volunteer activities, and even featuring an article about their employees who have recently attended a conference. Project teams and other groups will also use the available intracompany channels to reach their audience.

Formal and informal groups were formed due to many reasons. One of the reasons may be to plan a holiday luncheon or an awards banquet. The functionality will depend on who these members are, what they can contribute, is the goals are achievable or not. Teams are formed to solve a business problem or to create a method, which can address an objective. Teams in a communication process can go through an individual's work together towards a defined goal.

Groupthink is an interference to an effective group process defined by organizational communication researchers. Members are not likely to contribute equally to their assigned project and only one or two members will tend to dominate and makes decisions. The group, which are project cantered will, requires its members to contribute on their core skills and are less vulnerable to groupthink.

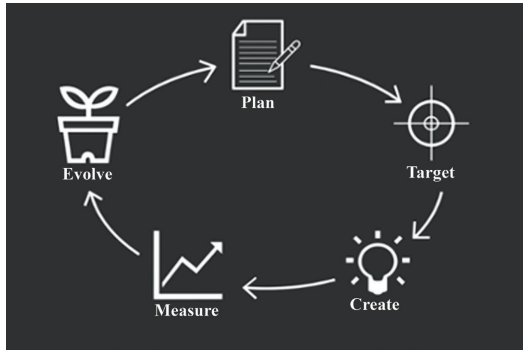


Figure 3.1. Planning and Projection in Business Communication

3.2 PROJECT TEAMS

Employees having specialized skills often serve on project teams. These teams may vary in size, the frequency of meeting, and length of projects. Team's size and its objective are majorly influenced by coordination, interactions between team members. A leader may appear in starting or may be appointed due to his job title and level of responsibility.

Understanding Group Dynamics

Communication barriers that can occur interpersonal relationships may also occur in group communication. The performance of the group is dependent on the structure of group, personalities of individuals, a person's alleged status, and group is completely cohesion to accomplish projects on time. Individual's behaviour is a main key to affect the entire group and its capability to stay on task.

Factors affecting group performance are:

- Structure
- Size
- Personalities of members
- Purpose
- Status of members
- Member's behavior

The group should be structured like a committee and considering opinions and inputs equally from every individual member. The leader helps to accomplish team's goals, objectives, and move the group forwards in discussion and project plans. Committee to reach an agreement whereas a team leader takes rigid and controlling decision, makes the decision-making process faster within an environment of squelches feedback, and foments resentment is wasting time to make decisions. A group must be structured with the best traits of each type focuses on the project along with a designated leader and members should be encouraged to share their ideas and contribute solutions.

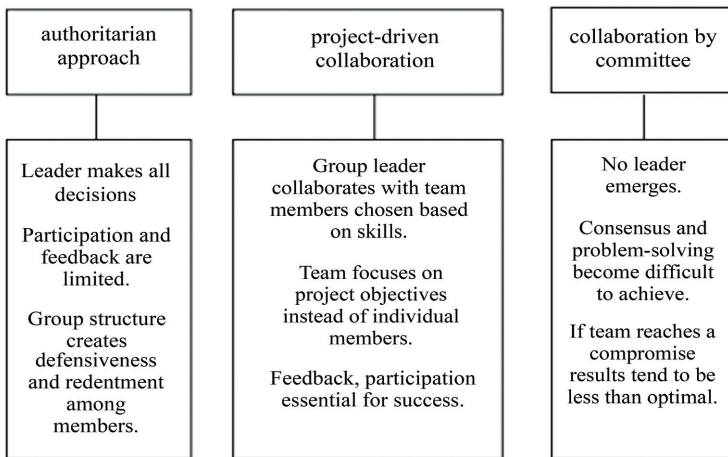


Figure 3.2. Three Classic Group Structures and Characteristics Illustrate the Advantages of Project-Driven Collaboration

What should be the size of a group? Projects having a short duration and do not involve resources across departments should consider forming a group of project size of three or five. It has been suggested by professional communicators to build a team with an odd number of people to avoid split decision situations with equal sides supporting a different position or outcome. Project including implementation of advanced accounting system in a medium to a large company is to be broken down into smaller components to research and to test different small subsystems, like payroll, AP, AR and fixed assets.

Establishing the Purpose of Group Dynamics

Establishing your purpose

Team leader's first responsibility is to establish a group's purpose; a leader should be able to be defined company's goal and objectives clearly to its members and clear anticipated period for completion of the project. Team members by sharing this information can see how they fit into the plan and can decide time of meetings. The team leader must establish frequency of meetings and should be able to communicate the purpose. The leader should remain flexible according to the project reveals and calling meetings only when necessary.

Criteria for determining whether to meet with everyone or meet with members separately.

- Schedule meeting if group members will be benefited from a meeting called to share information.
- Review group members, which you choose to invite an integral part of the project phase currently under and everyone's skills are required or not.
- Assigning new tasks and coordinating individual efforts, considering meeting with a subset of the entire group and follow-up with e-mail s to each participant to know where the project stands.

Go! Ready, set?

If a team functions well in a group then only enthusiasm and synergy will be created. Members should take accountability for how their practices will affect others outside the group. Internal communication channels should be ready before culminating a new service for customers to be released or it was fated to fail. The "Go! Ready, set?" experience will occur when the team is focused on details that they neglect to cover up and rather than review project in terms of organization structure. If the team decided to go without being ready, the team may fail to consider all the internal "audiences" for new services. If members do not get set, ignoring representatives for various departments which should be included in the planning stage. Construct a communication diagram, which serves to identify all audiences that needed to be involved with the project at different stages.



Figure 3.3. This Diagram Depicts the Interrelationships between Project Team Members and Departments Affected by Both the Planning and Outcomes of the New Warranty Program

Analyzing your Audience

After creating communication diagram next step is to determine how should be involved in separate audience and at what step communication should start with each group. The plan should be built in a response loop so that project team can get involved along the way. Receiving responses from various departments that affects project can greatly improve the final project result.

Project Step	Audience
Meet with team members to assign tasks, schedule meetings, and identify key opinion leaders in each department.	Project team members
Team members present updates.	Departmental opinion leaders
Create draft of warranty contract.	Legal department, sales, and engineering
Document warranty program and disseminate with revised contract, including the plan for distributing it to customers.	Accounting, marketing, warehouse shipping and receiving department, and sales
Create final communication to customers and attach warranty contract.	Customers, all departmental opinion leaders and project team members

Figure 3.4. This Chart Shows a Communication Plan for the Project Team and Meant Only to Evoke Critical Consideration of Audiences at Each Step of Your Process.

Choosing your Channels

Some internal messages are meant to be ignored while other recipients may get distracted who respond quickly. In many companies e-mail inboxes get an excess of reminders, general correspondence, and updates. To keep communication secret, it requires to keep people acquainted with projects and programs that can have an impact on their work. Communication plan should be augmented by the channels that chooses the most effective way to communicate each group.

	Audience	Channel
Meet with team members to assign tasks, schedule meetings, and identify key opinion leaders in each department.	Project team members	Email with attachments as needed
Team members present updates throughout process.	Departmental opinion leaders	Power Point presentation
Create draft of warranty contract	Legal department, sales, and engineering	Email with editable attachment
Document warranty program and disseminate with revised contract, including the plan for distributing it to customers.	Accounting, marketing, warehouse shipping and receiving department, and sales	Email with attachment that cannot be edited
Create final communication to customers and attach warranty contract.	Customers, all departmental opinion leaders and project team members	Email with final contract attached

Figure 3.5. Channels are added to the Previous Chart to Match the Audience with the Communication Medium.

Handling Updates

Make sure messages are unswerving with others while team members report to their divisions about the project. Prepare a single presentation, which can be slightly improved, for each audience. The leader should make sure those team members represent from different departments, know how on suggested content for presentation simultaneously explaining the project benefits from starting the presentation.

Prevent flooding of too many messages to your audience, too many e-mail s and meetings can limit communication to important areas of debate. Respect workload and time commitments of your employees and should be informed of your group's progress.

Opinion Leaders in the Organization

While developing communication chart, recognize opinion leader, which can help to carry messages to different groups in an organization. Opinion

leaders are innovators who can be an activist for change in early adoption. Opinion leaders are “centre of interpersonal communication network.”



Figure 3.6. Employing the Right Decision in an Organization

3.3 EMPLOYEE COMMUNICATION

Managing messages regarding charges of compiling, updating, and publishing information about department are an important step to decide what we want to say and who we want to reach. Use of internal channels will be the most effective way to reach an audience. Proper planning and execution will lead to effective communication.

- General articles, updates about new employee or an event should be kept in the company’s newsletter or on the home page of the intranet.
- Use of Wiki or e-newsletter to inform employees of a department about projects, accomplishments and skills needed for jobs that can be open.
- Share point or project-oriented online sites can help to share highly technical information and business process documentation to a limited audience.

Communication Audit

Communication audit is a process of questioning audience, management and employees to find out what they know (distributed information), how, and which channel they came to know, and how will they perform upon and

contemplate about the messages. Both qualitative and quantitative results can be drawn from well-designed communication audit. Communication audit provides suggestions for improving the effectiveness of messages and the efficiency with which messages to be delivered.

The communication study focuses on one or more audience, such as organization's employees, customers or the public. Analysis of internal communication may be only a part of communication audit. Communication audit is generally conducted by a third party instead of an organization's public relationship department as employees are more freely with experts outside the company.

Communication goal in a management is to improve their employee's general knowledge, discrediting rumors and improving morale. A consultant or expertise will analyze internal messages going out of a company's employees through internal media.

The consultant will look for instances of employee questionnaire answers asked through internal media:

- Informal group gathering
- Team meetings
- Intranet
- Company meetings
- Wiki
- Departmental meetings
- Bulletin boards
- Flyers
- Posters
- Brochures

Working toward Favourable Outcomes

An audit may recommend managers, management to recognize employee contributions and request participations for employees regarding programs, procedures, and practices. The manager should understand how his activities, words and tone affect an employee.

- Take the initiatives to create a believing relationship.
- Respect your employees.
- Creative approach should be encouraged.

- Creating teams that function effectively.
- Do not demand your employees to work more than usual if there is not consistently doing the same.

3.4 BUSINESS PROCESS DOCUMENTATION

When project teams effectively implemented new practices or process, business tasks unquestionably changes. New positions will be created when the project in the integration phase to support innovation. Along with job description, actual business procedures must be documented and to be kept updated. To make documentation records of best practices should be drafted, analyzed and revised for the position. A database administrator is assigned to grant access and run reports and an account executive will need to know who to contact and how to reach the administrator and answer technical questions. Everyone with required skills should know their responsibility for the position by following guidance listed in documentation.

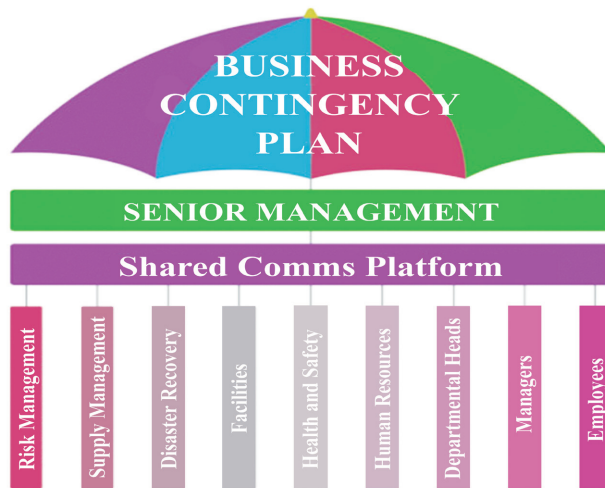


Figure 3.7. Common platform in Business Contingency Plan

Standard operating procedures or best practices are known as business process documentation in other organizations. Regardless of the name documentation stands on peak of communication excellence. The document must be highly detailed, extensively reviewed and analyzed, and revised until published.

Document in Detail

How would we know that we have succeeded in documenting the tasks? While documenting tasks, employees should follow your instructions and if they are asking questions, then documentation is not cleared.

Business process complexity and the degree to which we know our job that makes properly documenting each step in a given procedure predominantly challenging. The first draft is often prevalent with blunders and doubt.

Review and Analysis

Procuring help from people in your own department will be zero in the area that can benefit from expanding, illuminating and writing good, concrete instructions. Find someone who is not familiar with the procedure and observe the questions asked and the steps you have missed.



Figure 3.8. Reviewing and Analyzing of a Group Project by Team Members

The conference call is another method for reviewing business documentation and to go over the instructions. Use of screen sharing can be captured and recorded for later review. Compare written instructions while watching video after meetings. Are screen shots matching with your documentation? Make improvements, according to feedback received and revise until you arrive at a finished product.

3.5 BUSINESS COMMUNICATION TYPES

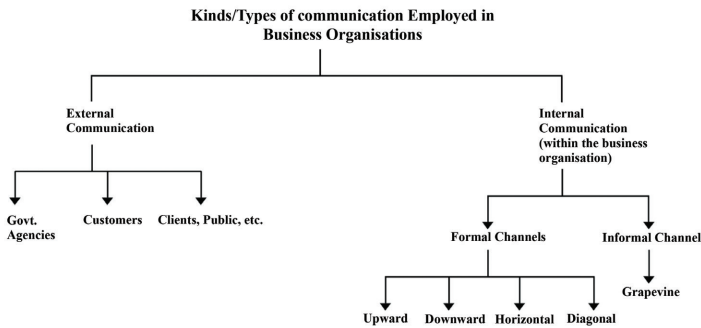


Figure 3.9. This figure depicts the various types of Business Communication

Upward Communication

It is known as upper communication when the flow of information in a hierarchy of an organization from lower management to higher management, subordinates to superiors or employees to manage. The importance of the upward communication can be understood through the fact that if it is absent, then the management works in a vacuum, not knowing if the messages have been received properly, or if other problems exist in the organization. Communication is considered to be a two-way affair. Its effectiveness depends on the two-way organizational communication to occur, that too in the absence of any kind of disturbance it must begin from the bottom.

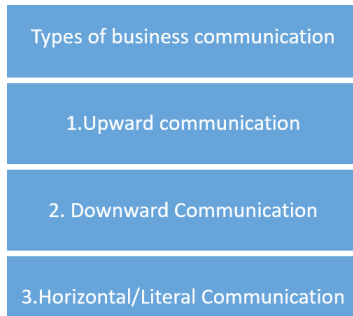
Upward communication is a mean for the staff to be able to:

- Exchange information
- Offer ideas
- Express enthusiasm
- Achieve job satisfaction
- Provide feedback

Downward Communication

Similarly, it is known as downward communication when the information is flowing from the top of the organizational management hierarchy and guiding people of the organization that what is important (mission) and what is valued (policies). Hence it basically provides the information which allows a subordinate to do something. For example, instructions on

how to complete a task. Downward communication comes after upward communications have been successfully established.



- This type of communication is needed in an organization to:
- Transmit vital information
- Give instructions
- Encourage two-way discussion
- Announce decisions
- Seek cooperation
- Provide motivation
- Boost morale
- Increase efficiency
- Obtain feedback
- Both downward and upward communications are collectively called “vertical communication”

Horizontal/Literal Communication

Horizontal communication normally involves coordinating information, and allows people with the same or similar rank in an organization to cooperate or collaborate. Communication among employees at the same level is crucial for the accomplishment of the assigned work.

Horizontal communication is essential for:

- Solving problems
- Accomplishing tasks
- Improving teamwork
- Building goodwill
- Boosting efficiency

3.6 FUNCTIONS OR PURPOSES OF INTERNAL COMMUNICATION



Figure 3.10. Seven C's of Effective Communication

The major objective of internal communication is to make sure the smooth functioning of organizational activities. It performs a variety of functions to carry out its objectives. The major functions of internal communication are discussed below:

For the smooth functioning of the organizational activity management needs to take a decision. Hence internal communication is important for the management to take proper and timely decisions by providing information in relevant areas.

Managing Coordination and Cooperation

An organization is comprised of several departments and hence the coordination among these departments is ought to for establishing a congenial atmosphere in the organization. Internal communication facilitates coordination and cooperation by joining the several departments through appropriate information. Better understanding and cooperation ensure coordination and internal communication improves the process of coordination by providing relevant information.



Figure 3.11. Generalization of Communication Skills and Accuracy

Initiating Inspiration

Internal communication also helps the managers create inspiration between the employees through internal communication. The top leadership most of the time tries to inspire the subordinates so that they can work with full preparation to achieve organizational objectives.

The individual and collective spirit and moral condition of employees with reference to their obedience and confidence are called as morale. It is known that low morale makes the employees idle and frustrated. Hence, the management should always try to lift up the morale of employees through internal communication. This helps their employees to think that they are important for the organization.



Figure 3.12. Planning Out the Effective Future Planning

Planning is one of the most important management functions. The planning process gets facilitated by the internal communication by supplying information, opinions, ideas, logistics, and so forth. These activities are from various quarters within and outside the organization. Due to lack of proper internal communication system, no effective plan can be made and carried out.

Motivating

The top management needs to continuously motivate its subordinate. By motivating the receiver to respond desirably is an important feature of every communication. In the organizational communication, the main work of internal communication is to motivate its subordinates to work in harmony to achieve organizational objectives.

Exchange of Information

Management Process by Project Team

Another important function of the internal communication is the exchange of the information between and among several parties within the company. It basically facilitates the exchange of news, views, concept, feelings, thoughts, emotion, and so forth, between management and employees.

Performance Evaluation

Yet another important function of communication is the efficient evaluation of performance. Internal communication is also used as the weapon in calculating the performance of every person or department working for the company. If there exists any type of deviation between the set standard and actual performance, the managers clarify the subordinates by referring corrective actions through internal communication.

Controlling



Figure 3.13. Management Process by Project Team

The next function of management and internal communication is controlling. Internal communication plays a vital role in this controlling process. Internal communication helps in providing the information to the top executives on different issues that help them to structure an efficient controlling system in the company.

Elimination of Rumors

Different types of people exist in an organization. They might even belong to several different backgrounds. Hence, with so many people around there ought to be the presence of rumors that might arise or any type of fake information may be leaked out that generates unrest among employees. With the presence of an efficient internal communication management system can continuously keep in touch with the employees about every change in the company that reduces the rumor. Hence the elimination of rumors becomes an important function of internal communication.

Methods of Internal Communication

There exist several different forms to internally communicate information, views, news or a message to the members of the company, some of the frequently used forms are as follows:

1. Memos

Memos are the most commonly used type of business communication that too among several departments of the organization. A memo is basically a format for a concise message. This provides help for the flow of the information across and up and down in the organization. This reflects information, makes requests and provides responses and presents informal reports.

2. Interview

In some cases, the management and concerned people of the company resort to an interview or conversation to discuss their views on different issues.

3. Telephone

In many places, the use of the telephone is increasing for internal communication. Though, the use of telephone for internal communication depends highly on the size, scope, and nature of the organization.

4. Report

Another well-known medium of internal communication is reported. A report contains information related on investigation and is further sent to the management concerned. This proves to be an excellent means of internal communication.

5. Notice Board

Currently notice board is used by many organizations to deliver a common message to the employees. Hence the notice board must be kept up-to-date and attractive and should be placed where employees make an assembly.

6. Face to Face Discussion

Person to person discussions is known as face to face discussion. Executive officers and subordinates are many times called upon for a discussion and interchange views regarding the current problems. This discussion might be regular or irregular and formal or informal depending on the situation.



Figure 3.14. Nature of Internal Communication Process

Source: [https://thebusinesscommunication.com/importance-or-role-of-business-communication/coach, b. \(2015\).](https://thebusinesscommunication.com/importance-or-role-of-business-communication/coach, b. (2015).)

7. Participating in Prayers

By participating in prayers, people come close and create a relation. For example, in a Muslim country people come together for the participation in prayer for the change, rest, and spirituality they need in-between works.

8. Questionnaire and Survey

Questionnaires and surveys are set to gather the information about employee attitude, morale, and relationship between management and subordinates and so forth.

9. Fax

For large companies with their departments, branches, or units are set up at different places. Under these circumstances, the fax is used for communication of important information.

10. Intranet

Computers are used widely today. Due to this reason, online system has given a new image in the area of communication. Such type of system interconnects all the computers of the company to generate efficient, effective, and fast communication.

11. Complaint and Suggestion Boxes

At some convenient places in the office or the factory, complaint and suggestion boxes are kept so that employees can drop their complaints and suggestions, if any, into the box.

Process of Effective Communication

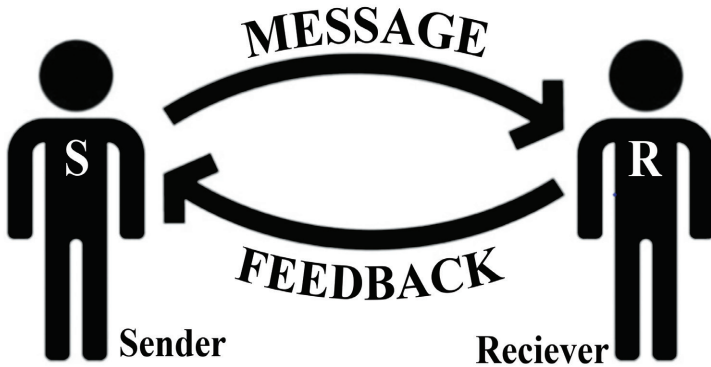


Figure 3.15. The Process of Effective Communication between Sender and Receiver

Source: [https://thebusinesscommunication.com/importance-or-role-of-business-communication/coach, b. \(2015\).](https://thebusinesscommunication.com/importance-or-role-of-business-communication/coach, b. (2015).)

12. Posters

Posters are put up to communicate various norms, rules, principles, and ideas of an organization to make its employees aware and up-to-date. This is the reason that the posters are generally very eye-catching.

SUMMARY

- One of the major perspective of business communication is internal communication that refers to the process of exchanging the information in between different people at different level or within the participants at the internal level within an organization.
- It contains two types of communications that works in a vertical and horizontal direction which occurs frequently while performing the organizational activities.

- Both the sender and the receiver are in touch with each other for regular updates but the coverage of communication is limited under this.
- This chapter gives a drive through the working dynamics of teams in internal communication, how to analyse the audience and choosing the correct channel to deliver the message.
- It also serves to introduce the various functions and purposes along with the methods of internal communication.

REVIEW QUESTIONS

1. Why is ongoing internal communication needed?
2. What is the difference between formal and informal knowledge transfer?
3. What do you need to consider while choosing internal communication channels?
4. Explain business process documentation?
5. Describe methods of internal communication

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4

CHAPTER

EXTERNAL COMMUNICATION

“Before you write, think.”

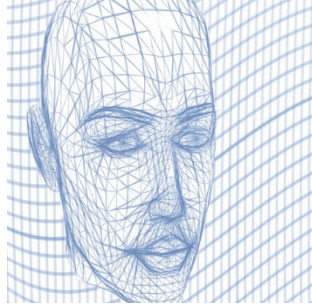
—William Arthur Ward

LEARNING OBJECTIVES

- Exploring the concept of external communication
- Defining the objectives of external communication
- Exploring the principles and scope of external communication
- Different techniques of external communication and its various forms

KEYWORDS

- **Community**—a group of people living in the same place or having a characteristic in common.
- **Information**—facts provided or learned about something or someone.
- **Audiences**—the people who listen to a speaker (television or radio program).
- **Campaign**—an organized course of action to achieve a goal.
- **Outreach**—an organization’s involvement with or influence in the community, especially in the context of religion or social welfare.
- **Goodwill**—the well-known reputation of a business viewed as a quantifiable asset and intended as part of its value.



4.1 INTRODUCTION

External communication means reaching audiences or the public through organization's marketing, governmental relations and community involvement programs. Business communicators face some of the same challenges by internal communication managers and team leaders in external communication. They need to take care of what types of message sent by the company and to be united with objective.

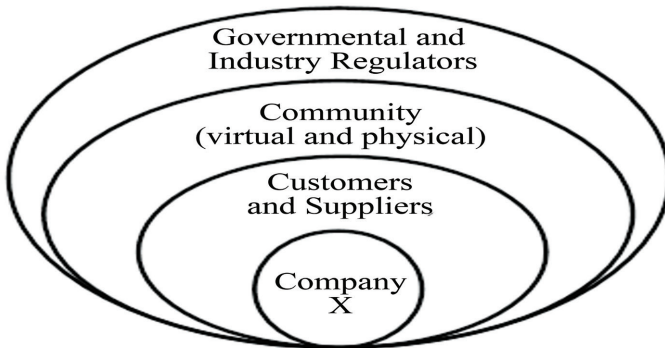


Figure 4.1. Company X Communicates with These Audiences

Source: <http://bizcommunicationcoach.com/the-importance-of-communication-in-business/>

Above diagram shows, key publics for company X. Message from company X may plan for their regular audience may also be related to online community. For example, if a company use solar energy to run its manufacturing plant. Business communicators within finance and community relations have to work together on the communication over tax advantages, reduction in carbon footprint affecting the neighboring community.

Every organization keeps a relationship with other organizations and people with an aim to achieve their goals. Business organization exchanges information with other business organizations and institutes, government bodies and offices, financial institutes and banks, insurance companies, customers, suppliers, leaders, and general people of social communities. External communication deals with the provider, which interacts within or outside his or her own organization.



Figure 4.2. The Process of External Communication between Two Parties

Source: <http://bizcommunicationcoach.com/the-importance-of-communication-in-business/>

External communication aims to ease cooperation with groups such as external communities, suppliers, investors and financial institutes, and stakeholders and to present a fair image of an organization and its products or services to their potential to loyal customers, society, and communities at large. External communication, include face-to-face meetings, print or broadcast media, magazines and other electronic communication technologies such as internet, company's websites, community portal running through a variety of channels and legal institute.

Exchange of message, information, and conversation between an organization and other organizations, groups or individuals outside an organization's formal structure is called as external communication.

4.2 OBJECTIVE OF EXTERNAL COMMUNICATION



Figure 4.3. Various Objectives under External Communication

Source: <http://bizcommunicationcoach.com/the-importance-of-communication-in-business/>

Communication occurring exterior to the boundaries of a business organization is known as external communication.

The objectives of an ideal external communication are as follows:

Community Relations

Every business organization must maintain a relation with the common people of the society to achieve the organizational goals. External communication helps to keep a link with the people.

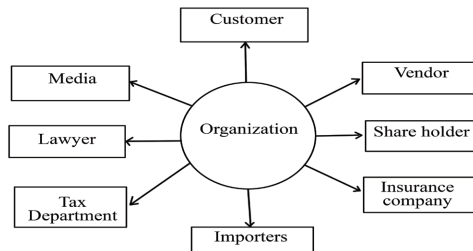


Figure 4.4. Connection between an Organization and its Customers

Source: <http://bizcommunicationcoach.com/the-importance-of-communication-in-business/>

Collection of Information

The main objective of external communication is to collect the information from outside the organization.

Contracts with customers

Every organization needs to position its product according to the needs, demands, taste, and preferences of its customers to increase the sale of its products or services. Therefore, external communication is necessary to contract with customers.

Relations with suppliers

There must be a good relationship among the firm and its suppliers. An organization may have many suppliers, which it gathers raw material or finished goods to run the business.

Relation with financial institutions

Most important objectives of external communication are to keep a relationship with banks, financial institutions, and other insurance companies. Banks and other financial institutions are considered as a life-blood of the business. They become the effective partners in the process of economic development and growth.

Relation with government

Every organization must obey the rules and regulations of the government for their continuity of business inside or outside of the country. Through external communication the organization keeps the good relation with the government agencies.

Shareholder relation

Owners of the company are known as shareholders. The board of directors is responsible to inform all the business financial activities to the shareholders. External communication is necessary between shareholders and management to run the business smoothly. Through external communication company increase control, effectiveness, and also provide strategic and competitive advantages.

Others

Others include relation to regulatory bodies and to keep the good images or the reputation of the company among community and other international environment relations, and so forth. In business communication, the most important thing is the customer. Building a strong relationship with customers, the company makes sure to deliver and provide according to customers' needs and wants. On the other hand, the company need to know what the customers gained and likes about the products or services, marketing promotion, and advertising campaigns. Different customers accept diverse kinds of marketing and promotional advertisements and campaigns through business communication channels and partners. The companies should cater choices of a large range of people and audiences. We must do master in field of impressing many people by various means channels and other marketing communication medium that helps to take our business to produce a maximum profit in terms of the financial and ethnic way.

Tempting customer by showing certain things and not fulfilling them is not a good business. Good business means, fulfilling the expectations and satisfy customers by creating and delivering value products and satisfying services. Promising to the customers and delivering below the expectations of the customer will result negative impact that affects on the operation of the business reputation and product image. Internal communication is important in creating excellent product and services. The people inside the company that has creative and innovative mind should communicate each other to create excellent product marketing communication

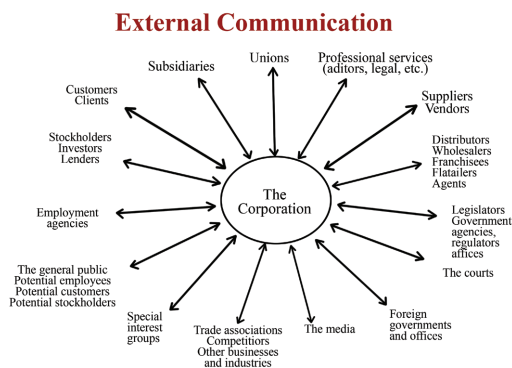


Figure 4.5. Vital Role of Corporate Features in External Communication

Source: <http://bizcommunicationcoach.com/the-importance-of-communication-in-business/>

Sales, positioning, targeting, promotion, branding, competitive analysis, promotions, distribution, and segmentation are the responsibilities of the marketing department and play an important role in marketing communication. Communication audit is responsible for assessing and evaluating marketing campaign by putting emphasis on measuring results the marketing messages.

Action Plan

The action plan is a simple list of all tasks to attain company's objectives. The marketing communication plan shall be a separate segment within a company's overall marketing plan. Analysis of target market, product, price, promotion, and distribution, advertising, public relations campaigns, entrenched to work together and planned to implement the marketing strategy. A roadmap is created, while analyzing prior campaign data collected. The map indicates the proper mix of communication channel and messages that will help to attain results for a product or service.

An action plan is needed to achieve the objectives. In order to meet these objectives, the company should select the best communication channel and what type of communication messages enables to boost the company's product and services offering. Using proper communication channels helps to maximize a company's product virtually or physically presence. For example, to introduce new products, the company runs a contest on social media, sales promotion by offering special discounts and the company also offers a loyalty program. Using proper communication channels helps to maximize a company's product virtually or physical presence. To introduce a new product, run a contest on social media and the company's website, promote sales by offering special pricing/discounts and loyalty programs. Some marketing communication plan of the company is created to increase public relations that might reflect organization core values and support organizational goals and objectives. *For example*, supporting the government programs for community outreach and the use of Corporate Social Responsibility (CSR) helps to create a good reputation of the company.

To implement marketing communication plan, describe the tactics that can reach the objectives identified in the strategy section. Take specific steps on how much will it cost, when will the advertising or messages are schedule to be appeared and what will be the results tracked. The more precise implementation steps you take the better you will be able to measure effectiveness.

Hallmarks for the actionable plan:

- Analysis
- Strategy
- Implementation
- Measurement

Coordinating messages

It is usual to have numerous professional staff members to contribute in a marketing communication plan. Expertise from every area come together as a project team for consistency and continuity in the final plan. Team tactics give every member an opportunity to learn from each other and helps to strengthen the relationship between the dissimilar messages and help to manage them in an overall strategy.

While launching a new product line, the team could plan and coordinate the following messages:

- Send one or more news release to trade publications online and in print
- Create and post messages on social media channels
- Write blog articles
- E-mail campaign should be conducted.
- Advertisement on search engines, marketing, and promotional sites
- Create product specific sheet that people visiting your website can download
- Issue articles about the products online and in print

Getting the timing right

Timing is essential while planning multiple campaigns and marketing team should design a period for execution. The team needs to synchronize its plans outside the marketing project team too. For successful external communication, effective internal communication should be conscientious in the background. A short meeting or phone call can help teams to get the timing correct and could save a campaign going in the wrong direction.

Timing is a major factor to decide how well team members coordinate messages. By arranging, multiple messages among multiple channel teams

can extend their promotional reach. Good timing also helps to strengthen the perception about new product campaign and importance of its development.

Measuring results

Communication experts continuously track performance and results of a communication channel for a given message within the framework of marketing communication mix, including sales, promotion, personal selling, direct marketing, public relation, and sales promotion. Conclusion of a campaign can be drawn easily by managers through data, which is assembled, analyzed, and presented in a format to see performance compared to expectations.

As recommended by Hussain Zaidi create a matrix of the communication media mix which includes all media within each marketing function and is used for analysis and tracking results This matrix also helps to compare actual to budgeted performance and expense.

Media Mix for New Product Line	Schedule	# Reached	Budgeted Cost	Actual Cost
Public Relations Articles online Press releases Feature article Video				
Advertising Pay-per-click channels Newspapers				
Sales Promotion Product discounts Contests				
Direct Marketing Product Spec Sheets Customer Services Help Line Newspaper Insert				
Personal Selling Sales calls Webinars				
Totals:				

Figure 4.6. Company X’s Media Mix and Variables Being Measured Including Names of Article Sites and Pay-Per-Check Channels

Source: <http://bizcommunicationcoach.com/the-importance-of-communication-in-business/>

Community outreach



Figure 4.7. Bridging the Gap in Communication Process

Source: <http://bizcommunicationcoach.com/the-importance-of-communication-in-business/>

The decision to support community programs addressed to audiences through external communication channels can extend an organization's reach. Generates goodwill through blood donation camps or campaigns to fight cancer by company's employees will spread a message about the importance of service and offering. A company can reinforce participation ties with the larger community while supporting events and nonprofit interests. A communications professional from the community relations department may play a role of liaison between nonprofit organizations and the company's management. His role is to create and implement a customized community outreach plan.

Choosing an option to complement your Business

Organization's goals, objective, purpose, and physical location determines advantages of one community activity to another. The type of business conducted by a company decides community outreach. A company that poses a perceived risk to the environment will have a completely different plan. For example, a company produces toxic chemicals in manufacturing of its product will develop a continuous community outreach plan that promotes safe practices and describes precautions taken by workers at every level.

On the other hand, nonprofit organizations have goals to provide job training for unemployed and underemployed, which depend on community outreach for its very existence. Two main audiences must be effectively communicated: first, those who inherent in a community and can benefit

from the help, and second, are hired from the pool of trained individuals. The community outreach plan also functions as a marketing plan, including many of the same elements.

Local non-profit organization participating or sponsoring preplanned events for companies whose products and services have no direct connection to immediate and surrounding community will get benefits. Smaller companies choose a promoter like little league team or announce to work with schoolchildren in poverty and providing education. Small company conducts annual event such as fund drive for a program that will agree with company's core value.

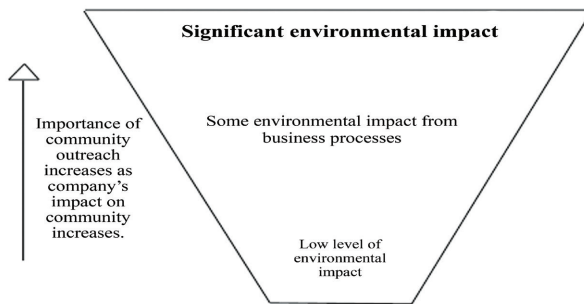


Figure 4.8. As the Environmental Impact of a Company's Processes Increase, so does the Need for Community Outreach

Source: <http://bizcommunicationcoach.com/the-importance-of-communication-in-business/>

Planning the campaign

Communicator inside organizations, community relations department prepares community an outreach plan. Firstly, goals and objective for each campaign are established and the next step is to match community activities with respect to the objectives of an outreach campaign. Moving forward while narrowing the list by calculating the number of participants needed for the activity compared to the number of employees will really contribute their time. When the activities are selected communicator will prepare a schedule and added to the plan. The schedule includes a list of messages and channels which communicator will use to announce the events to employees. The final section of the plan should define and success will be measured.

Elements of a community outreach plan

- Establish goals and objectives
- List events and activities
- Define participating audience groups or public
- Schedule messages and determine communication channels
- Review and measure outcomes

Review objectively

An organization must objectively review that how efficient every campaign obeys to the stated objectives and helped to change perceptions and attitudes about the organization in a constructive way. The outcome of the community event reveals involvement of the company's employees, community member participation, and experienced gain by members of each group. Feedback is necessary to assist future activities while conducting a post-event survey.

Building goodwill

The goodwill generated by a company through effective community outreach cannot be directly quantified. Goodwill towards the organization is the result of management, which places a value to the community and commits time and resources to make positive communication happens. An organization creates goodwill due to their action, and then perceptions are characterized by acceptance, involvement, and understanding. Company's focus on profit or services, but their individual employees get chance for outside normal daily routines and interaction to contribute skills, talents, and time. Community outreach activities provide a path to achieve a common goal while having perceptual differences and attitudes among various groups within or without an organization.

External Communication is used for:

Organization's environmental policy, targets, as well as operational performance, environmental condition, and management performance indicators, are meaningfully defined by external communication and ensure flow of information from different stakeholders in the organization. The credibility of the organization is being promoted while ensuring the flow from information form organization to different stakeholders.

Value management is one of the company's most generous concerns, not only because of its own brand representation but also because it is an achievement factor. The most important image is the acuity image, as far as brand formation is concerned.

In this situation, the organization establishes a collective interest in constantly harmonizing its external image of its available products. Other ways to disclose its image is to provide information on the company's relevant events and areas of intervention with the media. To establish strong public image public relations should include ongoing activities. Public relations activities include helping the public to understand the organization and its products.

Designing and executing a well-designed public relations plan will lead to an effective public relationship. The plan includes a description of objective you want to convey to the audience through a channel, which is responsible for various activities. Media plan describes media methods that will be used and at what time.

4.3 KEY PRINCIPLES OF EXTERNAL ENVIRONMENTAL COMMUNICATIONS

External communication is interactive and works in both ways.

- External communication should be dedicated to the needs of both the organization and its stakeholders with those the organization anticipates communicating.
- External communications should not differentiate different audiences based on their language, technical skills, race, or other factors.
- External communications should be unbiased; data sources must be clear and available to its audiences (language, posters, and presentation, etc.)

4.4 SCOPE OF GUIDANCE ON EXTERNAL COMMUNICATIONS

There are two kinds of guidance on external communication: process-oriented as well as product-oriented. The process-oriented guidance focuses on the process of developing and implementing an external communication program. Product oriented involves specific assistance on information

products, such as environmental reports, government policies. It is also likely that both types of guidance are combined in a single document.

Process-oriented Guidance

Guidance covers the main principles and the essential elements for the process of external communication additional to certain organization's activities such as:

- Recognizing objectives and audiences for external communication program.
- Issues related to confidentiality can be identified by existing information, which may relate to current information need.
- Identifying the types of information to be communicated (these may be, e.g., performance indicators of different types as appropriate to the needs of the audiences), in which form it should be communicated (what should be the information products?).
- Responsibilities for external communication include data collection, analysis, validation, and dissemination.
- Quality monitoring, adjusting performance, and effectiveness is necessary for effective external communications.
- Guidance should highlight on communication strategy, including discussion with key stakeholders, local community, government regulators, and other intended parties.
- This guidance should also include "environmental information" in external communications.

Product-oriented Guidance

This type of guidance covers environmental statements, environmental reports, or internet sites content and format about particular a product. It is possible that several types of guidance will be needed depending on particular information products.

Essential Content and Elements of External Communication

The content of the external communications should be proper to its objectives and fulfil needs of the projected audiences. The content should be clear about objectives and the audience for external communications.

Key elements of external communications are following:

- External data sources and methods of extracting data should be recognized before arriving to the conclusion.
- Use extensively recognized frameworks for assembling and presenting the data in external communication.
- Presentation of information should be accessible to all authentic and nontechnical audiences; layout of the communication should be able to access data easily and quickly.
- Technical terms, abbreviations, and marks should be defined initially and avoid unnecessarily technical or obscure language.
- Prominence and emphasis should be given to potentially significant environmental issues.

4.5 FORMS OF EXTERNAL COMMUNICATION

External communication depends on an organization's purpose and projected audiences. External communications is a two-way activity.

Following forms of communication are:

- Production of special printed or electronic documents and disseminating them to concerned audiences (or making them publicly available, e.g., through libraries or internet sites); such reports might be validated by a third party to increase their credibility.
- Establish open access for existing documents and information.
- Communication is occurring more interactively while organizing public hearings, social gatherings, public meetings, exhibitions, "open door" events, seminars, and so forth.
- Setting up hotlines and other services for disseminating information and collecting "stakeholders" comments; conducting surveys for the latter purpose.

4.6 SOME TECHNIQUES FOR EXTERNAL COMMUNICATION

In the field of external communication, your opinion should be clearly defined and make sure your message should not be complicated.

Important steps to be followed:

- While having external communication through phone, take care of your voice, we do not want to create misunderstanding because it may lead to loss of customer or client's interest. Your voice should not be too loud or too low. Speaking loud can irritate a client/customer and customer can feel annoyed, speaking too low is also irritating. Make sure to speak at moderate volume so that it is clear to the client and try to stay away from noise.
- When we are present with the client, the difference is making a good eye contact. Apparently, through the phone, we cannot make good eye contact with a client, but we can make good eye contact when we are present with the client and that proves that we are interested in client conversation and that reveals a sign of respect towards the client.

CASE STUDY

Badger Mining Corporation

Badger Mining Corporation (BMC), headquartered in Berlin, Wisconsin, is a privately held, family-owned international corporation that produces silica sand for industrial use. Plant operations are located in Fairwater and Taylor, Wisconsin; Pahrump, Nevada; and Poland. The C. A. Chier Resource Center is located in Berlin, Wisconsin. BMC employs 183 associates, including advisory associates, leaders, coaches, and associates.

The company traces its history to the early 1900s. In recent years, their work within the industry and company has been recognized with numerous awards. In 1997 and 1999, BMC was awarded the Business Friend of the Environment Award from the Wisconsin Environmental Working Group. In 1999, the company was also awarded the John Brogan Award for Outstanding Environmental Achievement. In 2006, BMC received two national safety awards: the Sentinels of Safety Program, Safety Trophy for its outstanding safety records by the Mine Safety and Health Administration and the National Mining Association, and the Safety Achievement Award from the United States Department of Labor Mine Safety and Health Administration and the Industrial Minerals Association—North America. In 2006, Badger Mining Company was honored nationally as the number one “Best Small Company to Work for in America” by the Great Place to Work® Institute.

The Culture

High-quality communication practices are part and parcel of BMC's mission "to become the quality leader in the industrial minerals industry with a team of people committed to excellence and a passion for satisfying [their] customers." Company growth is steady and driven by the highest quality standards.

According to Mellisa Stafford, training and staffing associate, BMC's culture is one of employee empowerment fostered by organizational trust. This is exemplified by the use of self-directed work teams that identify, evaluate, and develop opportunities for the company. BMC is committed to environmental responsibility, safety, health, and integrity, while providing a rewarding and enjoyable place to work. Employees share in the success of the company through a 20% profit sharing program.

BMC uses a flat organizational structure, which fosters greater connections between leadership and associates. According to Stafford, employee empowerment and trust are the results of open communication and caring within the organization. Leadership cares about employee opinions and encourages employees to contribute to problem-solving. Leadership gives associates the power to do their work and trusts that associates will use their best judgment and practices. Consequently, associates know they are valued, and they are passionate about the work they do.

Communication Strategies

Communication is key at Badger Mining Corporation. Stafford credits employee communication that begins with an orientation and progresses with associates throughout their careers as one of many practices that connect associates in a meaningful way to the operations of the company. Along with typical orientation programming that introduces associates to company policies and procedures, BMC engages associates in numerous evaluation and feedback opportunities, at which time associates provide feedback about how the company is doing. Within the first 30 days of employment, associates participate in a progress assessment, which is just the first of many times that associates will have the opportunity to be evaluated and—more important—will have the opportunity to evaluate the company. According to Stafford, the company makes a point of acting on the suggestions of associates, because they have insights into the daily operation of the company.

Internal communication is a shared process depending on the information being delivered. Communication within the company is the responsibility-driven. For example, benefits information is communicated by human resources; a team of customer relations and public relations associates are responsible for the quarterly company newsletter, “Badger Banner”; the safety team is responsible for communicating safety issues, and the executive leadership is responsible for sharing financial information and strategic direction. Face-to-face communication opportunities are critical to internal communication success. Team meetings are held twice a year, and every associate attends. These meetings cover everything from benefits to safety information to financial summaries to the strategic direction of the company.

As a mining company, safety is very important. Monthly safety meetings are held at each location, coupled with the annual company-wide, day-long safety refresher meeting. Safety teams keep safety in the forefront at each location as well.

The company uses a number of print and electronic practices to reinforce the face-to-face practices. The newsletter is distributed to associates at all the United States locations. Some information regarding benefits and HR issues is still sent to employees’ homes because this is where the decision making about benefits takes place. Announcements are posted in the company plants to alert associates to opportunities. Through the company intranet, associates can access information about each plant facility as well as the employee manual. Company e-mails are used to broadcast information to all employees.

The company also uses an open book management approach; complete financial information (income statements, balance sheets, etc.) is shared with all employees monthly so they are always aware of the financial status of the company. “The associates truly work with a common goal because they understand the mission and values of the company. They know that the success they have in their job translates to the success of the company.”

While BMC is only beginning to measure the impact of its internal communication practices, they know from anecdotal qualitative data that employee satisfaction is high. In the past, the company conducted occasional culture surveys that supported the anecdotal data. In 2006, the company began participating in the Great Place to Work Institute survey and plans to continue to use the results of this survey to evaluate employee communications and other strategic business practices.

According to Stafford, communication is something that is embedded in the culture of BMC. It is impossible to separate it from the organization and the people who care about the place like a family.

SUMMARY

- External communication is also a part of business communication that refers to the informal exchange of relevant information and message among various departments of an organization, different people and individuals outside the frame of formal structure.
- External business communication is done to maintain the relationships among various external parties and occurs less as compared to the internal communication.
- In addition, both the sender and receiver maintain good distance from each other but covers broad range of external bodies.
- This chapter focuses on the objectives of business external communication, marketing strategies, how community outreaches to other organizations and the key principles of this leg.
- At last, techniques and essential elements of external communication are devised in this chapter for better understanding.

REVIEW QUESTIONS

1. What do you mean by external business communication?
2. Explain the objectives of external business communication
3. Describe the various components under the marketing communication scheme
4. What is the process of community outreach?
5. Describe the key principles of the external business environment
6. Briefly explain the scope of process of business-oriented communication with example
7. Explain the techniques and various forms of essential business elements

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5

CHAPTER

EFFECTIVE BUSINESS COMMUNICATION

“Electronic communication will never be a substitute for the face of someone who with their soul encourages another person to be brave and true.”

—Charles Dickens

LEARNING OBJECTIVES

- Defining the concept of effective business management
- Describing various aspects of business writing
- Features of effective speaking skills and business practices
- Results achieved by business management practices

KEYWORDS

- **Typographical format:** It is the art and technique of arranging type to make written language legible, readable, and appealing when displayed.
- **Emails:** These are the messages distributed by electronic means from one computer user to one or more recipients through a network.
- **Abjure obfuscation:** It refers to the obscuring of the intended meaning of communication by making the message difficult to understand, usually with confusing and ambiguous language.
- **Brevity:** It refers to the concise and exact use of words in writing or speech.
- **Conference call:** It is a special telephone facility by which three or more people using conventional or cellular phones can be linked up to speak to one another.
- **Presentations:** This is from of speech or talk in which a new product, idea, or piece of work is shown and explained to an audience.
- **Vulnerability:** This depicts the quality or state of being exposed to the possibility of being attacked or harmed, either physically or emotionally.
- **Ambiguity:** This refers to a form of word or expression that can be understood in two or more possible ways



5.1 INTRODUCTION

By definition, communication is a process through which information is exchanged to achieve the common purpose of understanding. The sender should keep the receiver in mind while creating the message, whether the message is in verbal form or in writing. On the other hand, the receiver must listen and read intuitively, such that he can decode the objectivity of the message in all the possible manner. Both the sender and receiver should remember that a word is not just a thing to describe, but it is only a symbolic representation of an object or a person or a thing. One of the most important fact that makes one person able to understand the language of another person is the degree of mutual understanding that comes because of speaking the same language.



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5.2 EFFECTIVE BUSINESS WRITING

Errors happen in a typographical format and almost everybody misspells words here and there, so everybody should try to keep these typographical

errors as minimum as possible. There is always a question that is raised in business writing that if somebody has received an e-mail or report which may contain grammatical errors, typographical errors, misspelled words or any organizational errors, then these technical problems might affect the attitude of the sender and his written project. The answer lies in the fact that the person who delivers the message should take time regarding reviewing and revising the text and the given attachments before pressing the send button. Hence, this should be done to make sure that when the receiver goes through the message, then it should not contain any technical difficulties which may arise while sharing the ideas and information.



Some of the useful tips for successful writing are given as below:

- One should know the purpose of the project. Any type of business writing ranging from simple e-mail writing to business reporting contains a purpose and one should take some few minutes to think about that purpose, so that he may direct his own efforts towards the clear communication among each other.
- Abjure obfuscation: Abjure obfuscation has a literal meaning to avoid the confusion. The presence of unnecessary and misspelled words or phrases do not serve the correct purpose of communication. When a report that does not proceed in a systematic manner, then it leads to more complications and muddies the messages. An individual should stay true towards his reasoning while writing the message and he should not deviate from his objective of writing.
- Brevity and clarity: It refers to the clarity in the message as one should speak with as much few words as possible while oral or written communication.
- Giving credit when due: It is the responsibility of a communicator to give credit to a team or an individual person if they are putting their ideas into the given project.

E-mails



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The subject line of the e-mail should include the name of the project, program or event to be sponsored. In case the e-mail is an update of a previous message, then it should include the heading “Update” in the subject line to make it easy for the reader to understand immediately regarding the updates of the ongoing project or program. The introductory paragraph of an e-mail should state the purpose and succeeding paragraphs should discuss the matter of the subject line. Also, whenever possible bullet points should be used to briefly describe the main ideas of the message to be conveyed. All the necessary attachments should be mentioned and described in the text of the e-mail to avoid any type of discrepancies.



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Meeting minutes

Meeting minutes are related to the conference call and face-to-face meetings to discuss a topic and the required participants that are assigned

their respective duties related to the relevant topics. Generally, the list of all the attendees appears at the top of the minute meeting. Thereafter, the paragraphs that are concerned with the relevant issues are discussed which are then followed by the other topics related to the agenda that comes at the prior to the meetings. Items that require immediate actions should be followed by the name of every individual person and the anticipated date for the completion of the task. At the last, it should be followed by the date, time and location of the next scheduled meeting.



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Instructions

There comes a time when a person needs to give proper instructions to their fellow coworkers so that they can follow a proper procedure for communication. The instructional guidelines serve no longer than one page and one of the best way to plot down these instructions is to perform the task and subsequently writing down of each step as they get completed from time to time. Thus, doing the separate recording of each and every step, the instructions in a collective manner will be comprehensive and easy to follow.



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Reports

Reports come in various formats ranging from formal and informal composition to analytical or informational format. Sometimes, the reports are already predefined and prepared as per the given schedule. For an instance, any annual or quarterly report of the finance department will follow its specific format and established timeframe which goes same of the other department as well. Generally, the main purpose of a report is to provide all the data and details regarding the organization, various departments, ongoing projects and products that help to make the decisions regarding the management of a project. Though the writer has more leverage while structuring the informal report but they must draft the document in a logical manner such that it may convey enough details to the decision-makers in the fellow company to take the appropriate actions.

Presentations

The presentations themselves serve as a self-sufficient e-learning course that is embedded with the video. In one of the simplest form, a presentation represents an effective outline of a speaker's topic that allows the representation or to discuss the given topic of interest when necessary while maintaining the flow and direction of the speech. Aligning with the same thought of the line, the presentation should reflect a complete structure of management so that the other members of the organization can use it as a further reference for that given topic.



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Generally, the presentation follows the same structure of communication as it is laid down in other written, drafted projects that defines the purpose and understanding of the topic to the audience, introduction to the given subject, presentation of supporting data regarding main points and summarization of the next steps in front of the audience to take the required action.

Effective speaking skills

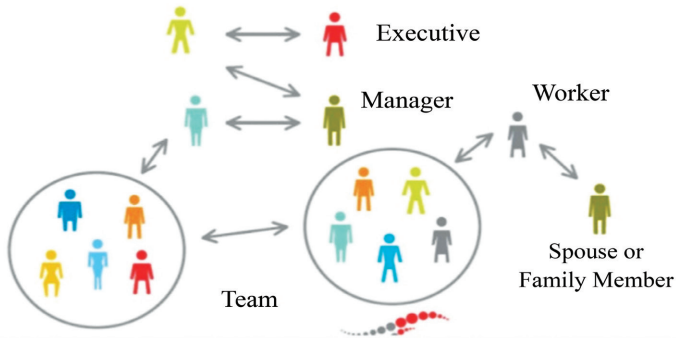
To achieve the intended communication goals a good public speaker should be relaxed and well prepared. Using software, such as a Microsoft PowerPoint, Word, and Visual representation tools is a must, but do not depend exclusively on them to deliver messages to your targeted audiences. You will be able to speak with self-confidence and without distraction. A speaker can connect with the audience/participants while holding their attention from starting to the end is able to deliver messages fluently without any hesitation. Practice and experience helps to provide significant skills for delivering messages.

Speakers to address an audience/listener for the following purposes:

- Inform
- Persuade
- Demonstrate
- Motivate

Some speakers will need more than one type of message into a presentation, perhaps seeking to motivate and persuade while also providing information about the subject at hand. For illustration, a senior manager of an organization speaking at an annual conference will generally have more than one purpose while addressing employees. While addressing a state of the

company speech, he may inform the audience about financial performance and target achievement and try to motivate employees to perform at their best. For future target achievements manage could also choose to establish a new product and encourage the audience that the product is the key to attain future success.



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Practice, practice, practice

Practice helps to improve your skills and your attention to distracting gestures. If you are not comfortable to addresses in front of a group. Even expert speakers can develop some bad habits, and to get rid of these affectations practicing before a speech will help to release your nervousness. You will also feel more relaxed and confident by working over the material before addressing to audiences. Work on your delivery, including the pitch, volume and accent of your way of speaking. Be prepared ahead of time, according to number of employees are planning to attend, and make sure using a microphone and adjust speaker's volume while addressing a large audience or a group in a larger room/auditorium. Visit the conference room before your speech and adjust comfortably about the audibility and room temperature.



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Let your knowledge be your guide



Let your knowledge guide you while you are speaking about your own work or on behalf of your project team as the speaker. While a person is conversing a topic about which he is highly familiar, will be able to more effectively get the opinions across and connect with the audience. A highly knowledgeable speaker will need to put control over time and restrict the presentation to the points outlined and does not go past within the allotted time. While having question and answer session at the end of the speech that is the time for the content expert to shine, and expresses on the script. Even experts can be puzzled while having interrogation with the audience. It is perfectly acceptable to let the questioner to ask questions and know you will find out the answer and will get back to her. If there is someone in the audience, whom can answer the question, possibly a member of your own project team, allow that person to talk about the questioner?

Leading an efficient conference call



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While working in a company having multiple locations, probabilities are that most meetings can be held through conference call. Many of the rules covered under preparing for presentations apply to these virtual meetings. The technology involves additional planning and communication steps for a productive and efficient conference call. If you will be presenting and sharing a presentation, or other computer files during the call with a program such as MS Live Meeting then assign one of the members to note down records and send them at the time of conclusion while presenting and sharing a presentation or other computer files during a conference call in a company's live meeting.

5.3 BUSINESS COMMUNICATION: ACHIEVING RESULTS



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- Putting it altogether.
- Review the purpose of the meeting and think about the support material you will need to present. Decide how long it will take you to pull together the presentation and documents.
- Include opinion leaders while putting together the invitation list and remember to.
- Consider how long the meeting will take. It is better to plan an hour and use 75% of the time than to take 30 minutes and can run longer. Be realistic and show that presence that you value their time.
- Setting up of meeting with a relevant time along with all the key players that should be available on time. When you send the e-mail announcing the meeting, clearly state the purpose and include an agenda.
- Monitor the meeting replies. If the number of positive responses to the invitation is not adequate, reschedule the meeting.
- Take role as the callers come on and identify who you are, unless the meeting is with co-workers who know your voice well and with whom you often meet.
- Wait to begin your meeting after nearly everyone whom you expect to call in has done so. It is customary to give participants a few extra minutes after the start time to call in, but keeps this planned delay to no more than from 3 to 5 minutes.
- If you expect to finish before the scheduled time, let your callers know
- As the meeting starts, make sure you are sharing the correct screen. If you use two monitors in your daily work, as many do today, be careful to select whichever screen you will use for the presentation so that the participants can follow along with you.
- If you ask the participants to mute their phones, you will be able to eliminate excessive noise and focus better on your main points.
- Allow time for questions and answers.
- After the meeting is done, the details of the meeting minutes are e-mailed to the concerned department along with the token of thank you for the participants for their precious time and feedback.
- If scheduling problems kept some of the important participants from attending, reschedule time and feedback.



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5.4 EFFECTIVE BUSINESS PRACTICES

A business leader is considered great when he is able to motivate their team and follow business management best practices as well that too simultaneously. Business management is the process in which the organization gets its employees to deliver the greatest results. It would be even better if the input is the least amount of effort using the resources available to them. By attending the master degree program in business administration allows the person to study that what would motivate its employees so that a better result can be achieved. This would help to make the company culturally effective too. According to the work of Patrick Lencioni, who is the best-selling author of 10 business management books, the given eight practices transform a struggling business into a streamlined system where employees are motivated to generate the better work every time.

Engage workers

Lonely employees do not care about performing their jobs. They just tend to care about getting a paycheck and improving their own interests. The initial thing that a manager requires to do is to figure out how his employees care about the organization's vision and mission. Therefore, the employees should be engaged and steps should be made for making it better. Engaged workers work more enthusiastically and with better productivity. This also makes them less passive. Moreover, they start taking responsibility for their performance and attracting new talent of the organization.

Reward effort



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People do not appreciate their work to go unrecognized. People feel valued by the recognition of their effort and achievement and expect the organization to acknowledge that equally. They look forward to the replies like thanks for a job or well done when their work is submitted and checked. However, it seems like an obvious point, but the management tends to overlook them and hence tends to overlook the positive impact of appreciation. Due to the same reason, organizations have started to incorporate a clear appreciation process in the organization. Few managers even feel that being too “touchy-feely” undermines their authority. On the contrary, reward motivates employees to achieve more and helps to maintain the organization’s loyalty.

Be vulnerable



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Vulnerability is a recurring theme in Lencioni's business management articles. He believes that "managers need to stop being anonymous figures in the lives of junior employees and that getting to know employees is one of the best ways for management to engage their workers." He even refers "vulnerability as crucial in team dynamics; without being able to speak openly and put one's ideas on the spot, it is impossible for teams to build trust."



Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Stay committed

If the team members do not trust each other, they tend to give a lot of time to avoiding conflict rather than giving their real suggestions and working to find common ground. A state of perpetual ambiguity confirms where clear goals and strategies fail to come out of team discussion. Lencioni labels "this lack of commitment the third dysfunction of team dynamics." It leads to poor decision-making and stifle productivity. Staying committed to the group's initiative means forming a surrounding where conflict is welcomed, not feared as differing perspectives help to form a clear goal.

Seek clarity

A problem with several organizations is a lack of alignment among managers. They stop either working to complete the organization's mission and vision or never understood what actually the vision was. Lencioni figures out those organizations require focusing on alignment of core principles by asking the following six questions:

- Why do we exist?

- How do we behave?
- What do we do?
- How will we succeed?
- What is most important, right now?
- Who must do what?

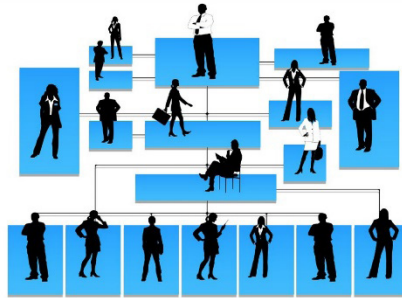
Without leaders developing and sharing a better preview of the organization's vision, its values, its strategic goals, and its delegation of responsibilities, the best business management education in the world will not matter, because the organization will lack purpose and direction.



Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Create cultural cohesiveness

Socioeconomic status or ethnicity does not refer to the “culture” here. Rather, it means a sense of shared values that, with the right level of engagement, will lead to better productive efficient outcomes. It is a better business management practice to create new hires based on an alignment with the organization's core ethics and its mission as well as vision, as employees with shared ethics creates better team members. Diversity of race, gender, and socioeconomic status is a positive thing because it increases collective insight. However, diversity in values can lead to a company's downfall.



Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Focused team effort

Most of the times managers invest most of their energy to make sure that their team sets on the right track to host the retreats and boost the solidarity by being attentive to the ideas as fast as they come out. It is very important to focus on the ongoing team management skills so as to make sure that all the members do not get distracted by the activities of individual person that lead them off-track. The dual measures of consistent reassessment and realignment of team goals are vital to achieve the best results.



Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Hold regular meetings

In the book, *The Advantage*, Lencioni said this regarding the importance of meetings in a company's success, "No action, activity, or process is more

central to creating a healthy organization than the meeting.” According to him, in order to have a successful management one should do the following:

- Organizing of separate meetings for tactical and strategic business planning.
- Assessing the technical agenda once the team has reviewed its progress against goals.
- Making sure that there is enough time allocated for the clarification, debate, and resolution of major issues.
- Conducting quarterly meetings outside the office for reviewing what is happening around the industry, the fellow company, and the team.



Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Regular meetings help to provide the organization a framework of core values that allows the members to realign all the code of conduct and principles that gives a perspective on the practice of business.

For the accomplishment in this competitive field like business management as compared to the other fields, one needs to be true to himself before he can leave a meaningful impact on the organization which he duly represent. At last, the best practices among all are the ones that completely focus on developing the core authentic connections among all the members of the organization that covers junior employees, senior employees, and the company as a whole.

CASE STUDY

Kahler slater architects inc.

Kahler Slater Architects, Inc., is a creative, interdisciplinary design firm with clients around the world. The firm has four locations: Milwaukee, Madison and Green Bay, Wisconsin, and Burlington, North Carolina. “We work with our clients to create a holistic experience that encompasses all realms of an organization perception, people, products, services, and placement.” The company has been recognized for 3 years in a row (2004–2006) by the Great

Place to Work Institute as a Great Place to Work in the United States. 150 employees comprise this creative community of architects, marketers, researchers, graphic designers, branding specialists, and consultants. The firm will celebrate 100 years of business in 2008.

The Culture

According to Kelly Gaglione, principal, director of client services and communications strategist, Kahler Slater has a unique, creative culture that is friendly, collaborative, nonhierarchical and driven by the passions of the firm members. Referring to the company website, the company is described as “a close-knit group that works hard and plays hard. Our work inspires us, and we play invigorates us.”

The concept of collaboration and teamwork extends well past the nature of the design work to the structure of the company itself. Three CEOs share the executive leadership of the firm. According to Gaglione, this was a deliberate decision on the part of the leadership when the firm was reorganized. The CEOs—or “3EOs”—share the responsibility of company leadership. Each has a specific portfolio of responsibilities. Communication—internal and external—is the one facet of organizational leadership for which each of the CEOs is responsible. Communication and leadership are inseparable.

Employees embrace the company vision. Because collaboration and teamwork are keys to the success of design work and the company at large, buy-in on decisions is highly valued. Employees enjoy a great deal of autonomy in this process as evidenced by the flexible work schedules.

Communication Strategies

Communication is part of everyone's job from the CEOs to the principals and team leaders. In this culture, formal and informal internal communication practices are used.

To keep employees up-to-date on company business, a number of regular meetings are held for all staff meetings, team meetings, and principal and owner meetings. During the monthly all-staff meeting, locations are linked by either video or audio conferencing. These meetings are expressly for celebrating success and project advancement, that is, progress reports and news about the firm. The meeting agenda is driven by the employees and the projects of the firm; special discussion topics may be suggested by anyone in the firm. Every team holds weekly meetings to keep projects on track and people connected to one another. Through the use of these face-to-face meetings, information flow is cyclical and builds a community of understanding; what is discussed in a team meeting may become the basis of a special topic discussion at a monthly meeting. The direction articulated at a principals meeting will be addressed in monthly meetings and further discussed at the team level as projects progress.

The firm holds an annual staff retreat at which the leadership delivers the "state of the firm." This retreat provides a forum for addressing the firm's vision and direction, special topics and employee camaraderie. "The 3EOs go all out to make the event fun and educational. Their presentation is themed: 1 year they came dressed as ship captains to discuss our course and direction; another year it was mountain climbers."

Interaction between members of the firm is also encouraged through the physical design of the workspace at Kahler Slater. "As architects and designers, our research and work focus on the workplace design that contributes to employee communication and employee satisfaction. We live that every day." When the firm remodeled the office space, "we turned the office inside out." Since collaboration is key to the culture, an open office work environment was created with lower partitions between individual offices, the development of team collaboration spaces (TCS) conference areas that invite interaction from the firm as a whole and open areas pinup spaces where staff may share their work and request critiques from everyone in the office. Even the CEOs have open offices (cubes).

Electronic communication practices are an expectation for facilitating immediate, real time information.

The company intranet is used for formal communication like policies and procedures typically found in an employee manual. E-mails are an expected form of communication and are used most frequently to keep the members at the four office locations connected on a minute by minute basis.

Traditions have been modified in the age of electronic communication. According to Gaglione, the firm has a tradition of announcing new commissions by the ringing of a large antique ships bell that is located in the Milwaukee office. To share this protocol with the other three offices, an e-mail titled “the ringing of the bell” is sent concurrently with the traditional announcement. A teleconference call may also be set up so that the members across the firm’s four locations can share in the celebration and hear the bell.

Print communication is used on a limited basis for official information like OSHA regulations and confidential information like compensation reviews.

Informal social gatherings are also encouraged on an irregular basis. These events are sponsored and organized by the staff. Dubbed “Fridays at Four,” these social gatherings offer an opportunity to network with other employees and share creative ideas, snacks, and refreshments. Held on-site in a creative café room with whiteboards and comfortable furniture, these gatherings are a chance for staff to brainstorm and unwind.

The success of internal communication for Kahler Slater is a combination of these methods. Daily formal communication is facilitated by e-mail, but face-to-face meetings and interactions are best for developing greater understanding and managing two-way universal responses. Face-to-face communication is an expectation in a small firm. It is unavoidable in close spaces and in an environment where offices share projects and corporate strategy. It is the best way to share and develop understanding of everything from team projects with the corporate vision.

Like many small businesses, Kahler later does not formally evaluate its internal communication programs. But as Gaglione notes, internal communication gets evaluated through the Great Place to Work Institute employee survey each year. Communication is the basis for developing a culture in which employees want to work and play, a place to develop their passions

SUMMARY

- The scope of business communication management is so wide and it ranges from writing an email to drafting business reports in an organization.
- The good communication requires mutual efforts of both the sender and receiver to achieve the desired business practises in an organization.
- This chapter envisages the concepts of effective business writing that entails

REVIEW QUESTIONS

1. What do you mean by effective business management?
2. Explain the difference between business writing skills and speaking skills
3. What are the measures to achieve good business communication skills?
4. Briefly discusses the various practices of business management with suitable examples.
5. How team commitment can lead to achieving the desired practices of business

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6

CHAPTER

ORAL COMMUNICATION: THE POWER OF SPEECH

“You only learn to be a better writer by actually writing.”

–Doris Lessing

LEARNING OBJECTIVES

- Describing the power of speech.
- Analyzing the characteristics of good speech.
- Exploring the advantages of oral communication
- Introduction to communication grid
- Different traits of assertive style.

KEYWORDS

- **Oral:** These are words uttered at and near the mouth using mouth resonance.
- **Characteristics:** These are the distinctive traits, features and peculiarities of anything.
- **Traits:** These are the distinguishing qualities or characteristics especially of personality.
- **Style:** The manner or mode of expression in a language or the way of putting thoughts in words in oral communication.
- **Submissive:** It is the tendency to yield without resistance.
- **Aggressive:** It is the bold and energetic pursuit of one's ends with a ruthless desire to dominate.
- **Assertive:** It is the self-confident and persistent determination to express oneself, opinion or claim.
- **Transition:** It is the passing from one condition, form, stage, activity or place to another.
- **Grid:** It is a framework of parallel bars, gratings, and so forth, like lead plates in a storage battery. In management, it is used for organizing material, data, and so forth, in set of rows and columns to enhance understanding.



Oral communication means words spoken through the mouth. It is any word of, at or nearby the mouth, involving resonance of the mouth. It must be distinguished from the nasal resonance—resonance through the nose. Oral communication always conveys an idea or a feeling.

There are two forms of oral communication:

- Speaking
- Listening

Oral communication covers both forms. The famous saying, “It takes two to tango.” It is hard to tell which one came first in the famous chicken and egg story. It is meaningless talking if someone is not listening. One cannot be attending unless someone speaks or talking. It is said, “The art of conversation is the art of hearing as well as of being heard.”

- Speaking

Percentage of a normal middle-level manager speaks for around 30% in his corporation period. The percentage goes up as one drives up in the ordered level.

Speaking implies:

- Talking
- Conversing
- Chatting
- Addressing
- Discoursing
- Listening

A close alternative expression of listening is hearing, sound waves as they enter the ears while sensing auditory nerves is known as hearing. 45% of the time an average manager used to listen. The percentage goes up as

one drives up in the ordered level. Listening is a very powerful attribute of an influential leader.



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6.1 POWER OF SPEECH

Spoken words form a powerful way for inducing people to accomplish tasks. Sales person while selling their products gives a short speech to its potential customers to buy his product. Travelling salespersons go to dealers and retailers demonstrate their product offering of the company. Insurance agents are securing firm's protection against different kinds of losses to life or assets like home, vehicles, health, and so forth, and they encourage their clients to buy life and general insurance. Likewise, business managers, entrepreneurs, and leaders made speeches at the time of events like product launches, sales meetings and training sessions. In addition, they speak in opening events, seminars, conference, and meeting of trade associations. Managers and leaders are expected to deliver speeches on occasions where people frequently socialize while playing sports and social gathering in while associating people of their organization.

Community and political leaders outside an organization are called to deliver speeches on diverse political issues, numerous occasions/functions. Professional speakers and lecturers have to seek to speak on diverse subjects.

Powerful speeches can:

- Motivate listeners or make them discourage.
- Build pressure on issues or help relieve tension among the addressees.

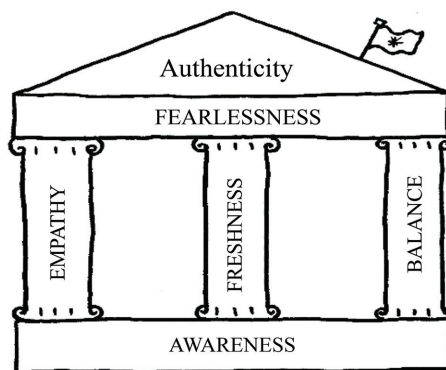
- Provoke people to argue/fight or make them to be friendly
- Turn aggressive audience into kind one and vice versa
- Stir people to rebel/revolt or become docile.
- Make people undertake long march or stay at home.

It is difficult to imagine what Alexander the Great must have addresses to his soldiers when he stimulated them to take over a long journey from Greece to India in ancient days.

Victorious over countries after countries and conquering the world to India when there were barely

Any valuable means of communication/transportation. In modern India, people recollect regretfully Jawaharlal Nehru's speech at the time of independence

Midnight on August 15th, 1947. "Tryst with destiny" and far ahead on the death of Mahatma Gandhi, "the light has gone out." Words of Late Dr. S Radhakrishnan, who was the second President of India and had charmed us with his motivational speeches. It was problematic to improve upon the unprepared speeches of Late Swami Ranganathananda of Ramakrishna Mission.



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6.2 CHARACTERISTICS OF GOOD SPEECH

Listening to a good speech is a very interesting experience. Everyone should put in the hard work, which is essential to gain skills in talking as it conveys an extensive viable advantage to the person. Some important aspects are:

1. Clarity

The voice of the talker should be clear and audible while maintaining a tone that should fluctuate according to listeners, pitch must be pleasant. The audience can clasp easily if the ideas, passions and opinions come from the heart. It should synchronize with the listeners and tremble with their feelings, emotions and thoughts.



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2. Informal, personal, and conversational

A moral speech should be like a sincere discussion between two good friends, which can be personal, informal. There should be a relationship among the speaker and the listeners.

3. Concrete, intense and descriptions

Create a picture while delivering a speech, which will help to visualize and make easier to understand. It should be well understood by concrete examples that hold the thoughts of the listeners.

4. Brevity

A listener can hold its attention very difficult for not more than 15 to 20 minutes.

A good speaker must deliver its complete message/information on allowed period. His speech should be straight up to the point and while giving attention to detail on the major three or four points of concerns according to its audiences.

5. interesting, jovial and humorous

A speaker impresses his audience within the opening of two, three minutes of his speech and will make space in the hearts of

audiences. There should be a heart to heart conversation. Lace it like a short, entertaining comedy story along with smooth learning and understanding stories should be short, proper, and in good taste. Quotes, sayings and phrases should be clearly understood by the audience.

Practiced speakers learned to master the art of narrating his statements, taking a long pause after he has been stated to let it descend in with the audience.

6. Listener-oriented

A good speaker should know his audience needs, wants, their desires, and their expectations. The speaker should understand the body language of his audience and regulate accordingly speech to fine tune with them.



Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

6.3 TRAITS OF A GOOD SPEAKER

Speakers must learn and acquire skills in speaking. Skills can vary extensively from being effective in a conversation among a group of few colleagues; it can be medium-sized group or a large audience moving upon a public speech.

Salient traits of a good speaker are:

1. Be serious

A serious person expresses not to show off, nor does he discuss about irrelevant topics. He remains focused on the purpose while giving a speech.

2. Have a sense of responsibility towards the audience
Time is precious and a speaker should try to make best use of the time as he delivers the message timely to his audience.
3. Has a sense of commitment to his subject/responsibility
Plans what need to say and do not take on more than what must be accomplished.
4. Has a sense of responsibility towards other speakers
A good speaker does not try to dominate the occasion and does not speak more than the time allotted to him.
5. Keeps his cool
He is not supported away by pleasure and eagerness. Overconfidence is as bad as under confidence.
6. Has a good sense of leadership
He speaks with eye contacts with the audience in full measure; talks with confidence, authority, and responsibility.
7. Keep balance in the approach
The speaker should remain well-adjusted in spite of aggravation if any, and show stability to the audience.
8. Has a sense of humor
A story that is amusing, funny is welcome as it adds a zest to the message while delivering.
9. Is focused and interested
The speaker must show that he is very interested in the topic as it is fascinating and will be of interest to its targeted audience. His focus on the subject should be obvious by the time he finishes his speech.
10. Is passionate and determined
The speaker must be full of passion and adopt with lively audience who need to be determined about the aids of the message that he has the privilege of knowing information and delivering.

6.4 ADVANTAGES OF ORAL COMMUNICATION

Important merits are:

- It has proximity with the listeners.
- It helps instant interchange of the ideas.

- It provides instant response.
- It involves contribution of the present.

6.5 ACTIVITY

It is said that orators have mastery on their speech. They are very good at molding opinions of their audience and veering them around to the desired viewpoint. In elections to state assemblies and Lok Sabha, actors and other celebrities are in great demand to address the election rallies for two reasons. Firstly, they are able to attract more people to the public meetings and secondly, they are able to master the long parts of their speech quickly and deliver it in their own familiar style that appeal to the listeners. Think of a good speaker you have listened to and write down all the aspects of speech that appealed to you. Go back to the relevant sections above and identify what aspects you have overlooked.

6.6 STYLES OF ORAL COMMUNICATION



To understand the meaning and importance of oral communication, there are three styles of oral communication:

- Non-assertive (Submissive) communication style
- Aggressive communication style

Assertive communication style These are described below:

1. Non-assertive (Submissive) communication style

This style of communication or behavior happens when persons:

- Not able to stand up for their rights.
- When things are done in a manner that others can easily disrespect.
- Express opinions, feelings, and so forth, in remorseful and alert manner.

- Fail to express your own opinions, feelings, and so forth, altogether.

When a person sees his needs and wants are less important than the others are, the person becomes submissive. Submissive person tends to explain or clarify while accommodating other's viewpoint. During the event conflict, a person by means of submissive communication style can easily neutralize the situation by neglecting taking a strong stand. It helps people to escape nervousness or hostility. He avoids the feeling of being shamefaced about making someone down. Aggressive viewpoint is not at all the best option, as usually work suffers due to hostile.



Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

2. Aggressive communication style

This style or behavior happens when persons:

- Stand up for their rights in a way that violates the right of others to have their say.
- Direct own thoughts, feelings and so forth in an unsuitable way even when they have faith in their opinions are inappropriate. Aggressive style of communication improves speakers at the cost of others. It puts the other person down and is based on the belief that their opinions are more vital than others.

It is characterized by:

- Blaming others or factors that are external and outside your control.

- Showing disrespect for others.
- Being aggressive to others.
- Attacking others verbally.
- Denigrating others.

Aggressive behavior generally succeeds in getting what he wants. It also takes a sense of power over others. It helps the communicator to release his mist and provides an exit for his anger and bad feelings.

3. Assertive communication style

The third style of communication known as assertive communication. It is neither submissive nor aggressive. It is emphatic deeds while communicating with others.

It happens when persons:

- Stand up for their rights in a way that does not disrupt other's rights.
- Express own point of view honestly, openly and directly while conveying that they understand the other's position.

6.7 COMMUNICATION GRID

Which style of communication one adopts in each situation is largely influenced by the person's evaluation of self-esteem. Self-esteem is the assessment we have of ourselves. It is the judgment about own worth as a person and reflects one's life position in terms of one's belief in own competence and success.

These four options have a direct impact on individual's thinking and impression on his oral communication.

Assertive style

It is the best and most positive attitude of behavior. It is a positive code of conduct when one listens to other participants "point of view while expressing one's own." If the need arises, the person should be open to thoughts and enthusiastic to accept a modification in the stand. At least, the two viewpoints are created and a third viewpoint develops which is based on joining the better features of the proposals available.

In assertive form of communication when individuals communicate, both will pay attention to each other. Will two persons working together are

better than one; always a fourth result that was alleged off by neither of the parties emerges.

This fourth solution has frequently been initiate to be the most worthwhile.

Other Styles

In a simple design, the various styles are adopted in a difficult situation. In general, responses can be:

- Facilitating (assertive)
- Surrendering (submissive)
- Argumentative (Aggressive)
- Undermining (Manipulative)

The most desirable style of communication is assertive style of communication as it takes a respectable and positive view of not only self but also of other members in the conversation.

6.8 ELEMENTS OF STYLE OF COMMUNICATION BEHAVIOUR

A sensitive spectator should be able to spot the communication style of an individual's from the verbal cues or signals exhibited:

Non-assertive (submissive) Communication Style

The verbal signs and signs are:

- Use of sorry words
- Devaluing of self
- Disappointing to say what one means really
- Use of phrases inferring diffidence
- Beating about the bush hedging
- Loss of words
- Self-overwhelming
- Shifting responsibility to others
- Pointless and rambling expressions
- Roundabout meanings

Aggressive Communication Style

The verbal signs are:

- (1) Allegations of others
- (2) Acting like a dictator
- (3) Use of very particular descriptions
- (4) Not identifying roles of others
- (5) Use of loaded words
- (6) Putting others downhearted
- (7) Frequent use of your messages blaming or labelling others
- (8) Use of superior wordings in languages
- (9) Assertive communication style

The verbal signs and signals are:

- (1) Accept responsibility
- (2) Make direct statements that say what they mean
- (3) Express own feelings fairly
- (4) Negotiate on the base of win-win condition for both parties.
- (5) Use “I” messages regularly.
- (6) Use object judgements
- (7) Recognize other’s involvement
- (8) State their “wants” undoubtedly

6.9 ACTIVITY

You are attending a meeting that has about 10 to 12 members who get together regularly to discuss topics of interest. It could be a safety meeting or works committee meeting. Using the above cues, identify their dominant style of communication and classify them into the above three types.

.....
.....

Visualize that there is a contentious point being discussed where a person with an aggressive style of communication is pitted against a person with non-assertive style of communication and guess the winner.

.....
.....

Now reverse the roles of the two speakers representing the two viewpoints and guess the winner.

.....

Finally, visualize the same contentious issue being discussed between two speakers having assertive styles of oral communication. What would be the outcome?

6.10 ONE IS AS GOOD AS ONE THINKS

Shakespeare had said “Nothing is good or bad; only thinking makes it so.” “One’s thoughts mould one’s personality.” Generally, there are two types of thought processes:

Positive thought

These include:

- Positive self-recognition
- Identifying relationships with self and others
- Self-confidence

Negative thoughts

These are:

- Negative self-acknowledgment
- Crisis of affiliation with self and others
- Non-assertive (submissive or aggressive) behaviour

Communication skills when restrained along the measure of negative believed, can become non-assertive in behaviour. Negative behaviours lead to low self-esteem and lower involvements of employees, on the one hand, it leads to low work output and low efficacy on the other. It very important to value the potential managers/leaders to establish their style of communication behaviour and become accustomed positive style.

6.11 ASSERTIVE RIGHTS OF INDIVIDUALS

There are two types of rights for every citizen of the world

Fundamental Rights

A country guarantees the constitutions for their respective citizens. A person belongs to its legal system of the country.

Assertive Rights

These rights are not backed up by legal framework but in the emergent world, these are being known as “Everyone’s Bill of Rights.” These rights stand for freedom from oppression and signify the essence of individuals, as they should be treated by society.

These are:

- Right of self-respect and respect for others.

It signifies confidence in self-abilities and respecting others as a reciprocal behavior.

- Right to have and express own feelings and opinions.

It represents the innate desire in each one of us for being recognized as a useful member of the society.

- Right to be listened to and taken seriously.

It implies the innate urge to have self-esteem as it promotes a positive attitude.

- Right to set own priorities.

It represents individualistic approach and highlights the freedom to change own ideas and opinions without having to explain to anyone.

- Right to say “no” without feeling embarrassed.

It means an unwillingness to accept ideas of others if they do not match with own understanding or perception.

- Right to ask for what one wants.

It again talks of the distinctive needs, wants and requirements.

- Right to get what one pays for.

It upholds the right of consumers that has now become well-established norm in society.

- Right to ask for information from professionals

With the right to information from government and other agencies becoming a law in India, this right to be informed by professionals is not far away.

- Right to make mistakes

It stands for accepting responsibility for errors and omissions by individuals. It reinforces the age-old concept that “To err is human.” At the same time, it implies that making mistakes is an essential part of learning and growing.

- Right to choose not to assert oneself

It recognizes individuals’ need to renounce, resign, and abdicate.

6.12 STRATEGIES FOR ASSERTIVE STYLE OF COMMUNICATION

Various tried out approaches are:

Creating the right first impression

The initial 2 or 3 minutes play a vital role in judging the speaker. Hence, a speaker should have an impactful and well-rehearsed opening statement for the presentation. If the speaker is known for its impactful speech, no additional effort is needed to impress the audience. Even if this situation exists, a good speaker is known for delivering the similar good openings despite his/her image and hence things should not be taken for granted.

Clarifying and building an image of the goal

The speech should be started by focusing on the desired conclusion. The speaker will not be mistaken by the receiver if the purpose or goal or the finishing point is shared with them right from the beginning. This not only helps with developing and maintaining a rapport with the audience but also enhances the impact of the speaker. Mentioning the points to be discussed through the session invokes a long-lasting interest and clarifies the topic and content to the audience. One should accept and work towards the minor deviation that may be bound to incur during the speech.

Making purposive statements

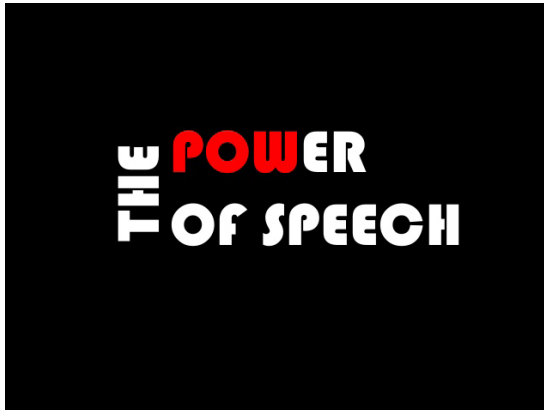
A well-defined and clear goal helps the speaker to reroute the audience to the initial discussion point and would help the audience to link the desired conclusion. Goals prevent derailing the line of thought of participants by smoothening the disruptive thought process,

Using clear and lucid Language

A good control over the language and tone helps the speaker to hold in the interest of the audience who will later bid for his impactful speech delivery. Being assertive and direct is essential. By using clear, winning, and lucid words embedded in phrases that the audience is aware of, will be a rewarding point for the speaker.

Speaking with empathy

A speaker should deliver the speech by keeping himself in the shoes of the audience. Mentioning how the content will be beneficial to the audience rather than what is the message works well for a better connect with the audience. Nothing better than having a good eye contact, good posture, and better control over tone and voice modulation which plays a crucial role in portraying the confidence and honesty in the speaker's content. Body movement and Kinesis are winning elements for a speaker. The confidence and energy is infectious.



Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Paraphrasing

Engaging the listener by asking questions frequently will avoid the audience from losing the interest. The speaker should mention the desired and important part of the content from time to time to keep the listener focused on the point.

Maintaining listeners' interest



Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Nothing works better than recognition and appreciation for good answers from the listeners. Displaying a positive and encouraging gestures and words play in benefit when the listener has grasped the concept. The way forward discussion points should be mentioned with a proper conclusion of the previous point.

Collecting feedback

A good speaker is always probing the audience to provide its valuable feedback. An active involvement and participation from the audience is essential. The speaker should observe the body Kinesis and the actions of the audience, which can be the sign of their positive or negative feedback. Observe the time the audience yawns or the way they move from and back on the seat and twitter or snap their fingers, these are the indicators of their interest. These should be considered in addition to the statements they mention as feedback for better evaluation of your performance and delivery of speech.

6.13 TRAITS OF ASSERTIVE STYLE OF COMMUNICATION

An individual should have certain traits to incur a high level of assertiveness behaviour, these traits are as follows:

High level of listening skills

Humans can do one thing at a time, that is, the restriction that the human mind has.

It can be changed to another idea or thought in a showy way and sometimes, individuals think that they can do numerous things at a same time. “When one is speaking, one cannot be listening.”

Good listening needs to listen and remain quiet while someone is addressing. In addition, when two persons are interacting there should not be a silence awkward moment while having conversations. If one person remains silent for a long moment, the other person would fill the emptiness in his voice. He can concentrate on what the other person says completely.

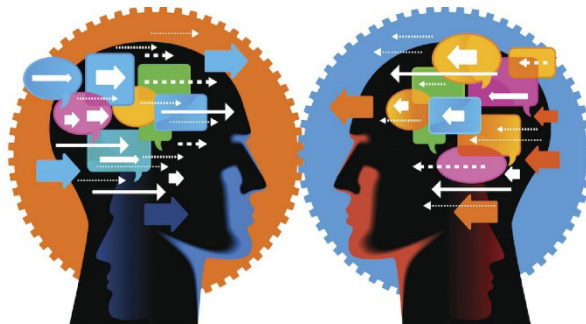
Initiative to make new contacts

While interacting with others, a person increases its area of influence, as he is able to pay attention and get views of widespread range of people who will share their knowledge or viewpoint.

Quick to respond

The ability to respond to a huge number of audiences in less time. It is directly associated with one’s reaction time. “Response is everyone’s response-ability.” Some peoples, by nature are more responsible with other’s needs and requirements while another person may take time to reply. By fast-moving covering, all his response a person can move ahead of their competitors.

Persistence with issues



Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

The ability of an individual to keep concerning back to the same audiences, while there are issues that are rejected or remain unclear in the mind of audiences with little enthusiasm.

The approach explains that if one senses strongly about issues that have not understood by the right reply, it is time to reestablish critically about the way it has been addressed last time and make necessary changes to make it more exciting and interesting.

Maintaining Flexibility

Rigid stand leads to resistance. It is always better to maintain flexibility and be open that can help one determine results that make others to find it easy to understand. It also inspires audiences to communicate freely and willingly. This honesty in dialogues always leads to explanations that are more satisfying and fetching.

6.14 DETERMINING/CHANGING STYLE OF COMMUNICATION

For potential managers and leader, it has become a matter of critical value to recognize their style of communication and take sensible steps to change their style of communication to the assertive style of communication.

It should start to change in the approach of the individual while changing it from negative thought to a positive thinking. It means changing from “I should” to “I want to” and lastly to “I will.”

The subtle alterations in these stages of transition are:

“I should”

These statements establish weakness that places the aptitude to act quite outside the control of the speaker. These are inactive statements and infrequent, result in accomplishment made people to act.

“I want to”

These statements include the appearance of the determined to an anticipated level in a speaker. The listener acting, as an outcome, is possible.

“I will”

These statements are self-assured as they are entitled for the ownership of the knowledge and present their concept to the listener in the present tense of “here and now.” The speaker takes control of the knowledge and listeners acts on it becomes imminent.

Example:

An individual can make a shift from the second stage and then after the third stage. Some individuals can shift themselves straight to the stage three as the triangle.

CASE STUDY

Back in Motion

Back in Motion is a full service, rehabilitation, disability management, and the vocational services company in British Columbia, Canada. Back in Motion has two primary locations (in Richmond and Surrey) and several smaller sites that provide select services. The two primary sites each provide state of the art gym and rehabilitation facilities, offices, physical examination, and assessment rooms, work simulation facilities, and offices.

According to Ken Hemphill, one of the managing directors, a multidisciplinary group of four health care professionals and an administrative specialist started the company in 1993. The company’s ownership and senior executive team represent the disciplines of psychology, vocational rehabilitation, physical therapy, and finance. In 2006, the company reported its size as 57 employees. “Great Place to Work Institute Canada” honored Back in Motion as one of the 30 “Best Workplaces” in Canada in 2005.

The Culture

The organizational culture of Back in Motion is based on teamwork and achieving goals through open communication and respect for staff and clients. Staffs describe it as productive and professional, fun and friendly. The staffs represent a number of disciplines, including physicians, occupational therapists, psychologists, registered clinical counselors, physical therapists, Kinesiologists and vocational rehabilitation counselors. This team of professionals appreciates the needs of both employers and workers as they support clients’ progress toward returning to the workforce

and independence.

Communication is a vital part of the culture. In a healthcare environment, communication between staff and management is just as important as the communication between staff and clients. Sensitivity to the needs and expectations of the client and the business are paramount to reaching goals at all levels.

The culture of openness and respect is evidenced through the company's use of communication to reach business goals and develop new services to grow the business. Staffs are valued for their contributions to strategic planning initiatives and operations plans. Communication flows two-way as management engages staff in planning, and the staffs raise issues to improve the operation of the company.

Communication Strategies

The management team shares the responsibility for internal or employee communication. Marketing and business development is responsible for external communication. The internal communication mix for Back in Motion includes formal and informal strategies, depending on the nature of the messages.

Human resources issues tend to be handled on a formal and planned basis. Orientations, performance evaluations, and career development initiatives are a few examples. It is important that all staff be provided with uniform information in a highly regulated sector like health care. Career development opportunities are provided for staff as a means to recognize their valuable professional contributions and continue to improve the services that the firm has to offer clients. Attending to staff needs for career development also allows the firm to remain competitive and to retain employees who might otherwise leave for opportunities at other businesses.

The most important ongoing communication practice is face-to-face communication. Even with the multiple locations, Hemphill emphasizes the importance of sharing information with staff and managers in person. "When we were small, just five people, face-to-face was enough. As we have grown in size and number of locations, communication by necessity has become more formal. However, we still prefer to communicate face-to-face." This is accomplished through monthly operational meetings and less formal discussions with staff on a daily basis about company expectations, the company mission and vision, and the staff's role in reaching company goals.

Print and electronic communications are used to supplement the face-to-face communication opportunities. Summaries of meetings are shared with staffs who are unable to attend. Print publications are used more for external communication.

E-mail provides uniform messages and reaches everyone in all locations at one time. However, the quality of communication in e-mail is shallow. In this fast-paced environment, e-mail can easily be overlooked.

The monthly operational business meetings held at one of the two primary sites are the best means of two-way communication, when the goal is to share information with all employees at once. Of course, direct unit manager communication with staff is critical to the success of the company.

Back in Motion is committed to maintaining its well-balanced organizational culture. Orientation includes a discussion about the organizational culture. The company conducted an internal corporate culture survey for 2 years; in 2005 and 2006, they chose to participate in the Great Place to Work Institute Canada “Best Workplaces” survey. This external objective assessment of much company characteristics that define organizational culture allows the company to benchmark its progress against other companies, plan improvements, evaluate communication effectiveness and celebrate successes.

Holistic internal communication practices contribute in significant ways to the growth of the company. An open atmosphere in which people feel free to communicate and contribute to the success of the business results in high-quality programs and a place where employees want to be every day.

ROLE MODEL

Richard Branson: “Communication Is the Most Important Skill Any Leader Can Possess.”

Billionaire entrepreneur Richard Branson is a student of communication. In a blog post listing his favorite quotes on the subject, Branson calls communication “an art.” He is right. We can use science to study, why certain techniques are more effective than others but ultimately communication is more art than science and like mastering any art, it takes practice to sharpen the craft.

Quoting business author Brian Tracy, Branson writes, “Communication is a skill that you can learn. It is like riding a bicycle or typing. If you are willing to work at it, you can rapidly improve the quality of every part of your life.”



Communication levels the playing field. If you can speak well, you can outshine the competition in so many ways. Every week I receive e-mail s and comments from our readers who have found uncommon success almost immediately upon improving their communication skills. Among them:

A recent college graduate who landed a dream job on his third interview after he rehearsed the company’s pitch for 8 hours. The company’s sales manager asked to record his pitch to show the rest of the sales team how to sell their product.

A mid-level manager who is rapidly ascending the ranks of his Fortune 500 technology firm because he is considered as one of the company’s best presenters.

The marketing manager of a large construction company who retooled the company’s PowerPoint presentation and landed an \$875 million contract.

Each of these people has very different communication styles. There is no template that can be easily replicated from one person to another. And that is why communication is more “art” than science. Mastering an art requires skill and skill is only developed through practice, regardless of the field. I play golf and as any golfer know, if you do not practice in between rounds you have no chance of getting better. Golf is a very difficult sport, but it gets easier and more enjoyable when you know how to do it. It is the same with communication and presentation skills. Very few people enjoy giving a presentation. They are anxious about it, spend sleepless nights for days or weeks ahead of the event, and in many cases, experience full-blown stage fright.

About 6 years ago Tesla CEO Elon Musk was interviewed on stage for Silicon Valley’s Churchill Club. “I’m not a naturally extroverted person. I used to be horrendous at public speaking, and sort of shake and be unable to speak. I’ve learned not to do that,” he admitted.

In my experience with senior leaders, I’ve found that very few people like delivering presentations or speaking in front of groups at first. But after enough practice, they get better at it. In many cases, they learn to enjoy it.

Great performers understand that communication is an art and takes practice to refine. When Jay Leno was hosting *The Tonight Show*, he would leave the taping on Friday and head to Las Vegas or another city for a series of stand-up shows. Leno would do 100 to 150 acts a year even when he had a full-time job because he had to stay sharp. When was the last time you practiced any presentation 150 times, or even 20 times? Speaking of *The Tonight Show*, Jimmy Fallon rehearses his monologue in front of a live audience earlier in the day. He has a pen and paper in hand and makes notes of what gets a laugh and what does not. These comedians do not rely on a scientific algorithm to develop their jokes.

Although I’m a big believer in studying the science of persuasion, there is no question that communication—like Branson suggests is more of an art. Mastering any art requires time, dedication, and practice. Mastering the art of communication, however, and a new world opens where you can influence people, sell products, and inspire others more successfully than you’ve ever imagined.

SUMMARY

- Communication is an art that incorporates the knowledge gained over a wide spectrum by human beings.
- Communication is a key to success for a human in every field such as from workplace to effective classroom teaching.
- Business communication defines the working in any organization that results in effective marketing of a company, productive interpersonal relationships among the employees in an organization and successful customer service resolutions.
- This chapter envisages the scope of communication, various types of communication in a business, and significance and implementation of good communication skills.
- It also covers the business communication model of Shannon-Weaver and drives through the concept of ideologists towards the better creation of a model.

REVIEW QUESTIONS

1. Describe various types of oral communication.
2. Explain the characteristics of a good speech.
3. Define personality traits of a good speaker.
4. Explain different styles of oral communications.
5. Explain the impact of a positive attitude on speech.
6. Describe personal traits that are required to become a good assertive communicator.

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7

CHAPTER

INTRAPERSONAL AND INTERPERSONAL BUSINESS COMMUNICATION

“Identity is the essential core of who we are as individuals, the conscious experience of the self-inside.”

–Kauffman

LEARNING OBJECTIVES

- Describing the various components of intrapersonal and interpersonal communication skills
- Determining the different dimension of self-concept.
- Exploring the concept of needs of interpersonal communication skills
- Objectives behind the social penetration theory

KEYWORDS

- **Interpersonal communication:** Interpersonal communication is the communication between two or more person, through verbal or non-verbal messages
- **Intrapersonal communication:** Intrapersonal communication is one that we have with ourselves, that is, the communication that occurs in our mind.
- **Receiver:** In the communication process, the receiver is the listener, reader, or observer, that is, the individual (or the group of individuals) to whom a message is directed. Another name for receiver is audience or decoder.
- **Channel:** Communication channels refer to the way this information flows within the organization and with other organizations.
- **Internal monologue:** This refers to the self-talk of intrapersonal communication
- **Self-Disclosure:** Self-disclosure is a process of communication by which one person reveals information about himself or herself to another.



7.1 INTRAPERSONAL COMMUNICATION

One might ask another person, “What are you doing?” what do you write? Eating at your favorite restaurant? Working on a slow evening? Reading your favorite book on a Kindle? Preferring the feel of paper to keyboard? Reading by candlelight? In these circumstances, one is communicating what he is doing, but he might not be able to communicate why is he doing so? Or what it means to him? This type of communication can be an example of internal communication, but is it the only an internal communication process?



Figure 7.1. Five pillars of Intrapersonal Communication

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Intrapersonal communication is defined as the communication with one’s self. This might even include self-talk, acts of imagination and

visualization, and also recall and memory. According to the communications expert Leonard Shedletsky, intrapersonal communication comprises of eight basic components of the communication process, namely: source, receiver, channel, feedback, environment, context, and interference. He considers the communication process to be transactional, but all interactions occur within the individual. From planning to problem-solving, internal conflict resolution, and evaluations and judgments of self and others, we communicate with ourselves through intrapersonal communication.

All this interaction takes place in the mind without any kind of externalization, and all of it relies on previous interaction with the external world.

7.2 SELF-CONCEPT AND DIMENSIONS OF SELF

Now again we will ponder upon the question “what are you doing?” as one of the ways to approach self-concept. If we consider ourselves as our actions, then what might those actions be, and are we no longer ourselves when we no longer engage in those activities? According to the Psychologist Steven Pinker, conscious present is defined as about 3 seconds for most of the people. Everything apart from this is past or future.

1. Self-concept affects communication.	
High Self-Esteem	Low Self-Esteem
1. Likely to think well of others	1. Likely to disapprove of others
2. Expect to be accepted	2. Expect to be rejected
3. Evaluate own performance more favorably	3. Evaluate own performance less favorably
4. Perform well when being watched	4. Perform poorly when being watched
5. Work harder for those who demand high standards	5. Work harder for undemanding less critical people
6. Feel comfortable with those perceived as superior	6. Feel threatened by those perceived as superior
7. Able to defend self against criticism	7. Have difficulty defending self against criticism; easily influenced

The communication process is not static but dynamic which means that it is always changing and does not stay the same. Physiologically the body remains in a constant state of change as one inhale and exhale air, digest food, and cleanse waste from each cell. Though a few aspects of one's personality and character remain constant on the other hand others might shift and adapt to one's environment and context. That complex combination contributes to the self you call you.

Self-Concept

Self-concept is basically “what we perceive ourselves to be.” It also involves aspects of image and esteem. This means that how one sees himself and how he feels about his influences how they communicate with others. According to Charles Cooley this concept is known as the looking-glass self. People tend to look like, how others treat them, what people say and how people say it, for the clues about how people view them to gain insight into their own identity. Leon Festinger added to the theory that people engage in social comparisons, evaluating themselves in relation to our peers of similar status, similar characteristics, or similar qualities.

The most critical point of intrapersonal communication is the ability to think about how, what, and when we think, and why. Internal monologue means self-talk of intrapersonal communication. Running monologue is rational and reasonable, or disorganized and illogical. It can also interfere with listening to others, impede your ability to focus, and become a barrier to effective communication. According to Alfred Korzybski

“The first step in becoming conscious of how we think and communicate with ourselves was to achieve an inner quietness, in effect turning off our internal monologue.” Learning to be quiet inside can be a challenge. People can choose to listen to other people when they communicate through the written or spoken word while refraining from preparing our responses before they end their turn is important. People can even take mental note when they jump to conclusions from only partially attending to the speaker or writer’s message. People can choose to listen to others instead of ourselves.

Hence, being dynamic and changing is one of the principles of communication. This can also be external. People might communicate with one other person and engage in interpersonal communication. It is said to be group communication when two or more individuals up to eight normally get engaged with each other. If there are more than eight then it results in subdivisions within the group and a reversion to smaller groups of three to four members due to ever-increasing complexity of the communication process. Now with every new person comes a multiplier effect on the number of possible interactions, and moreover, for that many means there is a need of establishing limits.

Dimensions of Self

Initially Joseph Luft and Harry Ingram gave considerable thought and attention to these dimensions of self. The diagram is represented in Figure

7.1 “Luft and Ingram’s Dimensions of Self.” The first quadrant of the figure depicts the information which is known to oneself and others, for example, a person’s height or weight. The second quadrant depicts the things that other people observe about us that a person is unaware of. For example, “ummm” in the space of 5 minutes. The third quadrant depicts the information the one knows, but do not reveal to others. It may involve actively hiding or withholding information, or a social tact. For example, thanking one’s Aunt Martha for the large purple hat she’s given that he knows he will never wear. Finally, the fourth quadrant depicts information that is unknown to one and one’s conversational partners. For example, a childhood experience that has long forgotten or repressed may still motivate you. Another example, can be that “how will you handle an emergency after you’ve received first aid training? No one knows because it has not happened.”

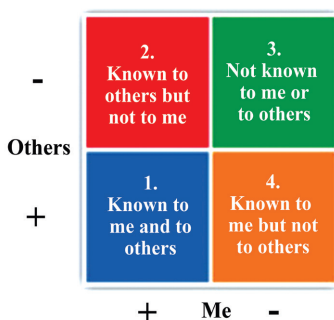


Figure 7.2. Luft and Ingram’s Dimensions of Self

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

These dimensions of self-serve remind us to change with the ability to reflect, anticipate, and predict lets us to improve, acquire, and adapt to our surroundings that we are not fixed and free to change. By recognizing that our concept of “self,” is not fixed, terms with the accountability and freedom inherent in our latent humanity.

7.3 INTERPERSONAL NEEDS

We communicate with others to meet basic needs, and our meetings, interactions, and interpersonal relationships help us meet those needs. We know that all our needs cannot be met by one person, job, experience, or

situation. We must diversify our communication interactions to meet those needs. You may be uncertain that we communicate, to meet our basic needs.

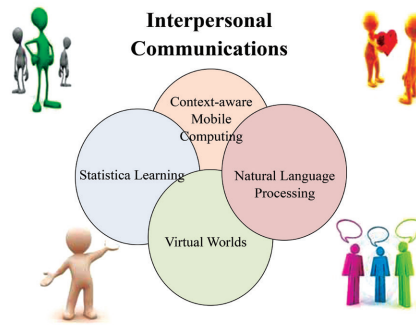


Figure 7.3. Interpersonal Communication

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Two theories to see how well they predict, define, and anticipate our propensity to interact.

The first theory is on Abraham Maslow’s hierarchy of needs represented in figure “Maslow’s Hierarchy of Needs.”

Maslow’s hierarchy of needs consists of six levels. Resources are listed for level according to need and one can find where he fits in that hierarchy. First level consists of air, food, and water to survive. These are the basic needs to sustain life economical and financial. These basic needs must be fulfilled to move to the next level.

Second level entails for safety. We want safety for our access to air, food, and water to be secured. A job may have this level of safety at its basic level. Irrespective of the fact that how much satisfaction you are receiving from a job, income ultimately denotes basic needs. Still, for others, sacrifice is part of the job.

If the job is safe and secure, people are more likely to pursue the company of others. People tend to form groups indeed. When basic needs are satisfied, then comes the third level of love and belongingness. In Business or organization people communicate and interact in distinct and divergent ways and forms groups and communities. Conflict may arise as a part of experience, but the people around us like mentor or coworker will help to take us forward. You will be cultured and learn to negotiate and

avoid landmines. Fourth level, is your self-esteem and will be improvised as you alleged a sense of belongingness and may lack courage to speak up to your senior or coworkers. You may have learned your job tasks and the strategies and can be considered as a reliable coworker.

Ability to make a difference is known as self-actualization, which is the fifth level. Maslow calls this “self-actualization” a sense of control or empowerment over their situation and atmosphere which people perceive.

Maslow identifies that beyond self-actualization our essential need is to know what drives us to raise and learn, exploring our surroundings, having new experiences and named as level six. Eager about moving forward towards the goal. Level seven consists to value aesthetics that cannot be ignored.

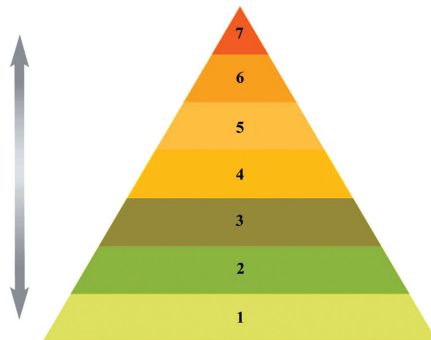


Figure 7.4. Maslow’s Hierarchy of Needs

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Maslow’s theory of interpersonal needs is individualistic and do not consider many principles of individual needs.

William Schutz has also put thoughts on interpersonal needs. He considers the common aspects of our needs. Schutz states that need for affection or appreciation is basic to all humans. We have different levels of expectations as we recognized and feel like where we belong to meet that need. Schutz describes three categories where people fall. Under personals: people who seek limited interaction and opposite are people who often seek attention and affirmation.

Over personals: people who seek a strong need to be liked by others and constantly seek attention from others.

Personal: a person who makes a healthy balance between under and over personals are called a personal individual.

People tend to control their needs and have the ability to inspire people and events. Their needs may vary according to situations and wisdom of security. They take steps to arrange their financial budget, assess their transferable skills, and look for chances beyond their current environment.

According to Schutz your efforts to control your status quo as oppressive, or autocratic. There may be employees who look to others as a leader and put their effect abdicating their responsibility.

Schutz follows Maslow in his declaration that belonging is an elementary interpersonal need and it exists within a range, where some need is high or low for others. Under socials are those who seek collaboration, may prefer small groups, and will generally not want to be centrally focused.

Over socials, seek the spotlight of attention and are highly motivated to pursue belonging. A social person maintains his devotion from being inhibited and being the constant focus of attention.

Interpersonal needs of affection, control, and belonging are three interdependent variables describe by Schutz. We communicate with each other to meet our requirements, irrespective how we define our needs.

Gaining a sense of self within the group or community, conference is learning through communication and to fill our basic needs as we grow and learn.

7.4 SOCIAL PENETRATION THEORY

Communication lets us share knowledge and helps to know ourselves and others better form relationships, but it needs time and effort.

Irwin Altman and Dalmas Taylor describe this advancement from apparent to intimate levels of communication, which is frequently known as Onion Theory. Onion theory model looks are like an onion as it involves layers that are unpeeled away.

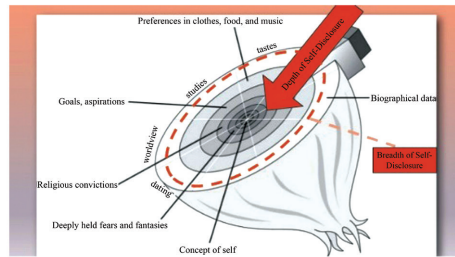


Figure 7.5. Social Penetration Theory

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Social penetration theory observes that through conversational interactions a stranger we fear that which we do not know; that includes people. Strangers go from being unknown to known through conversational interactions following series of steps that we can observe.

The outermost layer of the onion represents here that which we can observe from outside that we can observe features about each other and can make judgments. Example our nonverbal displays of connection with a team uniform, badge may link somewhat about us, but we only see outer layer when we engage in conversation orally or in written.

As we move from public to private conversation we make the change from small talk to substantial, and eventually sociable conversations.

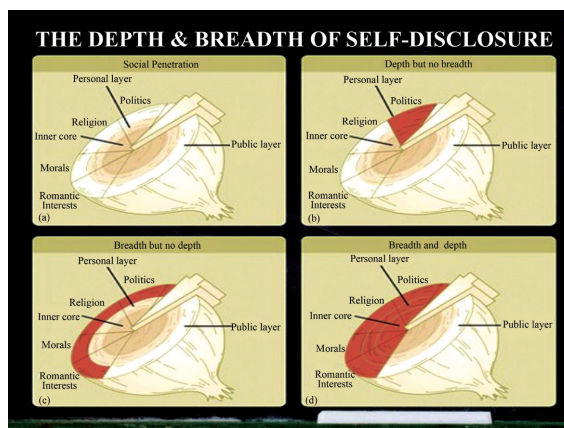


Figure 7.6. The Depth and Breadth of Self-Disclosure

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Communication wants trust and that takes time. In the beginnings, there can be times when expectations, characters, and ways of communicating may not be clear and misunderstandings can occur. Knowledge and levels of trust can be achieved while involving frequently in conversations and interaction as well as the length and quality of discussion.

Principles of Self-Disclosure

While comparing ourselves personally and professionally there may have points that may overlap or may describe in different roles that are distinct, but it can be a hard to maintain. Personal and professional lives cannot exist independently, but in many ways, can be interdependent. People know about us will we communicate about ourselves and won't be aware of it. It can be verbal and nonverbal communication, internal monologue and intrapersonal communication or a communication constantly occurring. While intentionally communicating information to others (communicate about yourself by the clothes (or brands) you wear, the tattoos you display) is the process of self-disclosure, but can involve unintentional and revealing slips.

Mark Redmond five principles of self-disclosure:

We connect information about ourselves, if we are aware of it. You cannot not communicate. From your internal monologue and intrapersonal communication, to verbal and nonverbal communication, communication is constantly occurring. What do you communicate about yourself by the clothes (or brands) you wear, the tattoos you display, or the piercing you remove before you enter the workplace? Self-disclosure is a process by which you intentionally communicate information to others, but can involve unintentional, but revealing slips.

Self-Disclosure Usually Moves in Small Steps

While you were working in the organization, you must earn the trust and reputable credibility. You must earn your place in the community and positively received a sense of humor. But if you haven't yet earned your place take small steps as you come close to your colleagues, while taking care of your position and make sure you do not speak louder. Personal information is normally kept for people with confidence earned over time.

Self-Disclosure Is Reciprocal

We expect when we reveal something about ourselves that others will respond this informal term is known as the dyadic effect for this process, conversational partners are often thought to meet the need and to reduce uncertainty about themselves. Reciprocity is expected whoever you stay quiet or decline to answer after everyone else has taken a turn, they may be put off at first or they may reject you or may be subtle at first. Regardless of what option you choose, you have the freedom and responsibility within the dyadic effect to reciprocate, but you have a degree of control. You can learn to anticipate when your turn will come and give some thought to what you will say before the moment arrives.

Self-Disclosure Involves Risk

Conflict can be arising due to some cleared reference or comment when conversational partners have a prior history. At the same time, nothing offered, nothing gained can also lead to conflicts. You can discover that the person you work will gain the same field if you share information with them. Risk should be involved in self-disclosure and can produce positive results.

Self-Disclosure Involves Trust

People tend to share their habits, quirks, likes and dislikes with the people they are comfortable with. If you feel safe and relatively secure, you can comment on their opinion and they can take it or leave it. "Trust is the ability to place confidence in or rely on the character or truth of someone." Trust takes time to develop and cannot be lost instantly.

Even if you do not agree with your colleague, understand that self-revelation communicates a measure of trust and confidence. Respect that confidence, and respect yourself. Also, consider the nature of the information. Some information communicated in confidence must see the light of day. Sexual harassment, fraud, theft, and abuse are all issues in the workplace, and if you become aware of these behaviors you will have a responsibility to report them according to your organization's procedures. A professional understands that trust is built over time, and understands how valuable this intangible commodity can be too successful.

Interpersonal Relationships

Communication between two people is defined as interpersonal communication, but the definition fails to capture the core of a relationship. This definition is useful when we compare it to intrapersonal communication, or communication with ourselves, as opposed to mass communication, or communication with a large audience, but it requires clarification.

The growing view of interpersonal communication places importance on the relationship rather than the size of the listeners, and draws a distinction between impersonal and personal interactions. Your relationship status changes as you gradually grow apart, spending less time together.

SUMMARY

- Communication is an art that incorporates the knowledge gained over a wide spectrum by human beings.
- Communication is a key to success for a human in every field such as from workplace to effective classroom teaching.
- Business communication defines the working in any organization that results in effective marketing of a company, productive interpersonal relationships among the employees in an organization and successful customer service resolutions.
- This chapter envisages the scope of communication, various types of communication in a business, and significance and implementation of good communication skills.
- It also covers the business communication model of Shannon-Weaver and drives through the concept of ideologists towards the better creation of a model.

REVIEW QUESTIONS

1. Describe what you are doing, pretending you are another person observing yourself. Write your observations down or record them with a voice or video recorder. Discuss the exercise with your classmates.
2. Think of a time when you have used self-talk—for example, giving yourself “I can do this!” messages when you are striving to meet a challenge, or “what is the use?” messages when you are discouraged. Had you purposely chosen to use self-talk, or did it just hap-

pen? Discuss your thoughts with classmates.

3. Take a few minutes and visualize what you would like your life to be like a year from now, or 5 years from now. Do you think this visualization exercise will influence your actions and decisions in the future?
4. Review the types of individuals from Schutz's theory described in this section. Which types do you think fits you? Which types fit some of your coworkers or classmates? Why? Share your opinions with your classmates and compare your self-assessment with the types they believe describe you.
5. Think of two or more different situations and how you might express your personal needs differ from one situation to the other. Have you observed similar variations in personal needs in other people from one situation to another? Discuss your thoughts with a classmate.
6. Write down five terms that describe your personal self, and five terms that describe your professional self. Compare your results with a classmate.
 - Think of someone you trust and who trusts you. How did you come to have a mutually trusting relationship? Did it take effort on both people's parts? Discuss your thoughts with a classmate.
 - How important do you think self-disclosure is in business settings? Give some examples. Discuss your thoughts with a classmate.

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8

CHAPTER

NEGATIVE NEWS AND CRISIS COMMUNICATION

“You don’t hear things that are bad about your company unless you ask. It is easy to hear good tidings, But you have to scratch to get the bad news.”

–Thomas J. Watson Sr.

LEARNING OBJECTIVES

- Understanding the theory of negative news and crisis communication
- Various concepts of negative news management and its components
- Developing the crisis communication strategically planning
- Outlining the concepts of holding the press conference

KEYWORDS

- **Crisis:** a time of intense difficulty or danger
- **Liability:** the state of being legally responsible for something
- **Press conferences:** an interview given to journalists by a prominent person in order to make an announcement or answer questions.
- **Buffer:** a person or thing that reduces a shock or that forms a barrier between incompatible or antagonistic people or things.
- **Initial assessment:** Determine what has happened and collect data with facts.



8.1 DELIVERING A NEGATIVE NEWS MESSAGE

The negative news means the information that the people do not want to hear. Hence delivering negative news is not as easy as it seems. Informing someone that they are being laid off or providing constructive criticism on their job performance, now how someone delivers this message influence its response. Some people like to be told straight away, whereas on the other hand other people like it to be a less direct approach. Now, regardless the person uses a direct or indirect approach, his job is to deliver the news that will be unwelcome, unwanted, and possibly dismissed.



Holding a press conference is a simple, effective way to communicate your message with the media. Holding a successful press conference can generate news about your cause and awareness about your project.



Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

There exist seven goals to keep in mind when delivering negative news, in person or in written form:

- Be clear and concise in order not to require additional clarification.
- Help the receiver understand and accept the news.

- Maintain trust and respect of the business or organization and for the receiver.
- Avoid legal liability or erroneous admission of guilt or culpability.
- Maintain the relationship, even if a formal association is being terminated.
- Reduce the anxiety associated with the negative news to increase comprehension.
- Achieve the designated business outcome.

Let's examine our first scenario:

You are a supervisor and have been given the task of discussing repeated tardiness with an employee, Chris. Chris has frequently been late for work; and the problem grew worse over the last 2 weeks. The tardiness is impairing not only Chris's performance, but also that of the entire work team. Your manager has instructed you to put an end to it. The desired result is for Chris to stop his tardiness behavior and improve his performance.

You can

- Stop by Chris's cubicle and simply say, "Get to work on time or you are out";
- Invite Chris out to a nice lunch and let him have it;
- Write Chris a stern e-mail;
- Ask Chris to come to your office and discuss the behavior with him in private.

Now let's first outline the four main parts of a negative news message:

- Buffer or cushion
- Explanation
- Negative news
- Redirect

The first part of a negative news message can be verbal as well as written. It might contain neutral or positive information. This sets the tone and serves as a buffer or cushion for the information to come. Then an explanation discusses why there is an issue in the first place. This step might be relatively simple, quite complex, or uncomfortable depending on the situation to situation. But this explanation remains to be an ethical, moral environment. Though the explanation is important, never admit or imply responsibility

without written authorization from the company cleared by legal counsel. The third step of the negative news message is the bad news itself and the focus here is on clarity and accuracy. In the final step, the redirect, it focuses attention on a solution strategy, an alternative, or the subsequent actions that will take place. Table 8.1 “Negative News Message Sample Script” provides an example that might apply in an external communication situation.

Table 8.1 Negative News Message Sample Script.

Buffer or cushion	Thank you for your order. We appreciate your interest in our product.
Explanation	We are writing to let you know that this product has been unexpectedly popular, with over 10,000 requests on the day you place your order.
Negative news	This unexpected increase in demand has resulted in a temporary out-of-stock/backorder situation. We will fulfill your order, received at 11:59 PM. on September 9, 2009, in the order it was received.
Redirect	We anticipate that your product will ship next Monday. While you wait, we encourage you to consider using the enclosed \$5 off coupon toward the purchase of any product in our catalog. We appreciate your business and want you to know that our highest priority is your satisfaction.

In Table 8.1 “Negative News Message Sample Script,” initially the neutral and positive news is introduced to the overall topic. Then the explanation provides an indication of the purpose of communication, whereas the negative message directly addresses how it affects the customer. The redirect gives specific actions to take place. In the above mentioned case, it also includes a solution strategy enhanced with a soft sell message, a subtle, low-pressure method of selling, cross-selling, or advertising a product or service. Whether a person is delivering negative news in person or in writing, the four main parts of a negative message can assist one to meet all seven goals.



Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Now the organization delivering the negative news would want to avoid legal problems when communicating bad news. This is said because the organization cannot always predict how others are going to respond, but one can prepare for and deliver the news in ways that lower the risk of litigation in four ways such as:

- Avoid abusive language or behavior.
- Avoid contradictions and absolutes.
- Avoid confusion or misinterpretation.
- Maintain respect and privacy.



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Hence, for a better and less risky outlook, a checklist has been prepared for the negative news to be delivered.

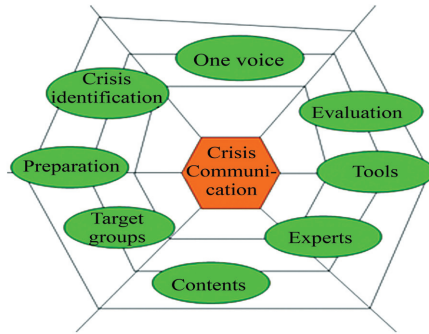
- Negative Message Checklist Clear goal in mind
- Clear instructions from supervisor (legal counsel)
- Clear understanding of message

- Clear understanding of audience/reader
- Clear understanding of procedure and protocol
- Clear, neutral opinion
- Clear explanation without admission of guilt or culpability
- Clear statement of impact or negative news
- Clear redirect with no reminders of negative news
- Clear results with acceptance or action on negative news

Presenting Negative News in Person

Most of the people generally dislike conflict. And hence many believe in avoiding face-to-face interaction for fear of confrontation, still it is considered that delivering negative news in person can be quite effective, that might be necessary in many business situations. In the case of one-on-one meetings or large, formal conferences, the preparation and implementation of the discussion should be considered. The first step is to have a clear goal in mind. Stephen Covey (1989) recommends beginning with the end in mind. A clear conceptualization of the goal allows one to foresee the possible responses, to further, and to get your emotional “house” in order. The tone of the complete interaction depends upon the emotional response to the news and the audience, whether it is one person or the complete organization. The person might get offended, angry or hurt, and by showing these emotions, it has greater chances of making the situation worse. Emotions are known to be contagious, and people respond to the emotional tone of the speaker. In case if the response involves only one other person, a private, personal meeting is the best option. Though in some cases it is not possible. Currently, a very high number of people works and contributes to projects from a distance, through internet, e-mail, phone, or videophone/video conferencing services.

Now, in these cases a personal meeting is impractical and hence updates are sent through e-mail. Here written feedback becomes the only option through e-mail. This takes comparatively more time than one-to-one communication. It takes time to prepare, send, receive, process, and respond. Apart from it the written document with the negative news has its drawbacks too. It could easily lead to miscommunications and misinterpretation between two different parties. This does not even provide the opportunity for a constructive feedback to check meanings and clarify perceptions.



Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

When should you use an indirect approach in delivering a negative news message? Explain your answer to the class.

Further, the written communication can be divided into direct and indirect delivery as:

Table 8.2 Direct and indirect delivery.

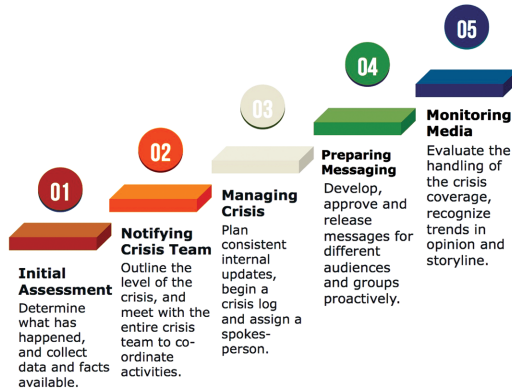
Direct Delivery	Direct Example	Indirect Delivery	Indirect Example
Positive introduction		Thank you for your request for leave	
Negative news message	Your request for leave has been denied	Negative news message	We regret to inform you that your request has been denied

When negative news is found at the beginning of the message, it is known as the direct approach, whereas when the negative news is found between the positive introductions, it comes under the indirect approach. It is also called “buffer” or cushion sometimes. The rationale or reasons for the decision can also be included in the negative message.

The direct approach is better when the audience value brevity and the message to be delivered is concise. A positive introduction introduces the topic, but not the outcome. An effective negative news statement limits the possibility of misinterpretation and states the message clearly. An effective closing statement should provide reasons, reference a policy or at least indicate a procedure to follow for more information.

8.2 CRISIS COMMUNICATION PLAN

The stock prices are so volatile that even if the CEO of the company falls ill, the prices fall. A rumor that the CEO is ill, pulls down the stock price. A plant explosion kills several workers and requires evacuating residents on several surrounding city blocks. Risk management seeks to address these many risks, including prevention as well as liability, but emergency and crisis situations happen nevertheless. In addition, people make errors in judgment that can damage the public perception of a company. The mainstream media does not lack stories involving infidelity, addiction, or abuse that requires a clear a response from a company's standpoint. In this chapter, we address the basics of a crisis communication plan.



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Focus on key types of information during an emergency:

- What is happening?
- Is anyone in danger?
- How big is the problem?
- Who reported the problem?
- Where is the problem?
- Has a response started?
- What resources are on-scene?
- Who is responding so far?
- Is everyone's location known?

You will be receiving information from the moment you know a crisis has occurred, but without a framework or communication plan to guide you; valuable information may be ignored or lost. The questions help you quickly focus on the basics of “who, what, and where” in the crisis.

Developing Your Crisis Communication Plan

A crisis communication plan is the set document that organizes information into responsibilities and lines of communication before the event. In case of an emergency, and a plan in place, every person already knows his or her role and responsibilities from a common reference document given beforehand. With the proper understanding of roles and responsibilities the overall effectiveness can be improved. The plan must include four elements:

- Crisis communication team members with contact information.
- Designated spokesperson.
- Meeting place/location.
- Media plan with procedures

A crisis communication, team comprises of people who can:

- Decide what actions to take,
- Carry out those actions, and
- Offer expertise or education in the relevant areas.



Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

This is a proactive manner under which the spokesperson is designated before the actual emergency, and hence the team acknowledges the inevitable need for information at any given time. People always want to

get acknowledged about what happened and also that from where to get the further information. Lack of information give the rise to rumors, which might even worsen the situation. Hence the designated spokesperson should be well known about the organization and its values. He should be bold enough to speak in front of the microphone, camera, and media lights. He should stay calm under pressure too.

8.3 PRESS CONFERENCES

For holding a press conference preparation is the key. Otherwise, if one is unprepared, then he might feel that he is standing in front of the firing squad, where all journalists are armed so no one will carry the guilt of the winning shot. It can very easily make the person nervous, scared, and reluctant to even speak at all. The person can be taken through the fear of misquote, or a stumble, or a misstatement replayed across the internet 1000 of times in the next 24 hours and nobody would be able to even help. Hence calm nerves are required for press conferences. And this can be done if the spokesperson is confident with his material.

Hence, there feels a need for the proper formulation from the preparation to execution. A press conference is the presentation of information in front of the media. Generally it comprises a written statement that is read exactly as it was written and is followed by questions and answers. Moreover the press conference needs a seasoned representative of the organization with established credibility and integrity. And it also requires a sense of calm in the confidence that the speaker knows his material. He should be good at tactfully saying that he does not know or does not want to answer this question. He should even have a sense of humor to handle the “gotcha” questions.

One should always have a good reason behind the notion of holding a press conference. Wasting of time on the irrelevant issues sets up the stage for the future challenges in the media. One should always prepare a brief statement before presenting it in front of the audience. In today’s scenario, messages drafted in press conferences are often crafted by people who works in public relations or with media that are regularly reviewed by legal counsel on a timely basis. If the task falls on a person then he should keep it as much short and simple as possible by addressing the following questions:

- Who?
- What?

- Where?
- When?
- How?
- Why?

One needs to consider the location to address the above questions as a follow-up of the press conference. Finally, the tools like visual aids proves to be an excellent way to reinforce and communicate the relevant message. They need to be big, relevant, and working.

Holding a Press Conference

To hold a press conference someone should be designated as the presence of media. The concerned person should be ready at least 15 minutes before the time scheduled for the event. Thereafter, each member of the media is provided with a printed copy of the actual statement that lays down the required details to read before or after the event. The first thing done by the presenter is to open the press conference with a welcome note that indicates the purpose of a press conference to remind everyone that there is a scope of questions to be answered by the end of the press conference.

After that, moderator intuitively introduces the spokesman to read out the statement and welcomes the instructor to the podium.

After that, the speaker will read aloud the statement and if there are any questions to be answered, the moderator will again take over the podium and will indicate that the relevant press kits that contains all the background material, fact sheets, the news release, sample photos, or related materials will be duly available. He may even simply indicate that the copies of the press release are made available at the back of the room to meet the requirements of other people. Also, if there were any set of questions left unanswered, then the moderator will again take over the podium and outline the ground rules for questions covering the subject matter in a brief session that includes a follow-up of questions.

The main role of an instructor is to indicate which member among the media should ask the question and then that specific person will stand and address the speaker directly. The speaker can even take down the notes, but this not so common. The speaker needs to be very aware as each and every movement is being recorded and also, as they maintain regular eye contact, they regularly demonstrate that they are listening. Each team should be ready beforehand to address the question of the media such as visual media will

want it visual, audio will want clarity, and print media requires descriptive quotes. It is very necessary to meet the needs of the audience as the message gets delivered. Mostly the “gotcha” questions, or the question that catches the eye of the speaker will be asked promptly. “We’re not ready to discuss the matter at this time,” “When more information becomes available we will let you know,” “Our company has no position on that issue,” or “We’re not prepared to speculate on that issue at this time” are all common response phrases.

The usage of phrases like “I think,” “I believe,” or “I don’t know” comments should be avoided as they create the scope of speculation and one should refrain from “no comment” comments as it is easily perceived that company or the representatives of the company are “hiding something.” It is very important to appear very professional, knowledgeable, and credible as they are the features that represent that company or representatives are not sneaking or hiding something behind the veil.

One should not display any type of nonverbal gesture or any indecent facial expressions at a question, as this can be easily misinterpreted. Also, the moderator should keep himself into a poise and balanced position at all times. Their main role is to stop and to move towards the conclusion.

Some things should always be taken care of as microphones and cameras are increasingly becoming very powerful as they catch all the lip movement, and any indecent gesture very quickly. Being cool, calm, and collected is the best policy whether you are delivering positive or negative news.

8.4 ACTIVITY

Your role as a spokesperson is to write and present a prepared statement, and respond to no less than five questions. You will select one of the scenarios below based on your birth month, and prepare your statement. You are allowed to improve on facts, but should recognize that each scenario is serious and treat the assignment with professionalism.

January—Healthcare, Inc.

hacker illegally accessed 1000s of the new digital healthcare records on file with Healthcare, Inc. and posted them directly to the internet in an early morning protest against invasion of privacy. The hacker has not been identified, but local law enforcement is on the scene investigating the incident and the offending web sites have been taken offline. Your company

has received 100s of calls concerning the incident. The federal government required the conversion to digital records last year, and your company complied with the order. Your company used a government approved vendor for a no bid installation of hardware and software to secure the digital records. You represent Healthcare, Inc.

February—Educational Services, Inc.

Half the senior class in your private, magnet high school cheated on the graduation exam, and the rest were apparently aware of the cheating, as were many of the parents. An employee, a secretary with several employee passwords, allegedly gained access to the exam before its release and provided the questions and responses to her son, who then provided it to his friends. The employee was often provided login names and passwords to facilitate records processing for several administrators when they were off-site, often at conferences. Headquarters wants to minimize the publicity, but cannot in good faith issue diplomas to students who cheated. The employee has been dismissed for conduct, and an investigation is underway, but graduation is next week and the evidence against the cheating seniors is clear. They won't be receiving their diplomas unless they pass an alternate version of the test that won't be ready for 60 days. You represent Educational Services, Inc.

March—Software, Inc.

Your company recently released its latest version of a popular business and industry software program. Programs always have a few bugs or problems upon release even after the most rigorous laboratory testing but this program is apparently infested with bugs. Stories are popping up across the internet about how the program does not work, or specific features do not work, and your customer service team has been responding to customer complaints. The software designers report it is an exaggeration to say "infested" and point out that in all the trial tests it has worked perfectly. Your company is working on finding and addressing the issues, and is ready to create patch programs and issue refunds if necessary, but wants to prevent a recall and a loss of consumer confidence. You represent Software, Inc.

April—Electric Company, Inc.

An employee was consuming alcohol on the job and failed to adjust the voltage regulator. The voltage was increased by a considerable amount, causing several house fires, significant loss of property (appliances), and the

death of an 11-year-old child. The local media interviewed the employee's spouse who stated the employee was working a double shift, that they had called someone to relieve them, and no one came. Your company is investigating, but has no new information. You represent Electric Company, Inc.

May—Online Market, Inc.

An online marketplace company has been accused by law enforcement of knowingly allowing users to sell stolen goods on their web site. Since the company has never handled any of the goods themselves and simply facilitates the exchange of goods between buyer and seller through the short-term creation of a web page with text and images provided by the seller, the company denies all responsibility. You represent Online Market, Inc.

June—ABC Engineering, Inc.

The 4.2-million-dollar, two-lane bridge recently completed were collapsed into the local Blue River, taking with it three vehicles. The loss of life included four men, three women, and one unborn baby. Local media have interviewed workers, who indicated they were rushed to complete the bridge to get a bonus for the construction firm. The construction firm indicates that their internal investigation points to a faulty design but the architects, engineers, and government inspectors deny the charge. You represent ABC Engineering.

July—Package Delivery, Inc.

A class-action lawsuit has been filed in federal court against Package Delivery, Inc. A group of employees, all female, allege sexual harassment and discriminatory promotion practices against the company. They cite photos and calendars of a sexual nature hung in the workplace and allege that male colleagues with less seniority were promoted ahead of the female workers. You represent Package Delivery, Inc.

August—Hamburgers, Inc.

Hamburgers, Inc. is pleased to announce a new menu practice where the nutritional information and the calorie counts will be prominently displayed, helping consumers make healthy choices from the menu.

Your supervisors have heard that there may be representatives of the Cow Liberation Group (which advocates vegetarianism) and several nutritionists (who perceive the company has not done enough to improve its products) at the press conference. You represent Hamburgers, Inc.

September—Headache Pills, Inc.

A person in New York, died of cyanide poisoning, supposedly after taking a 200 mg headache pill made by your company. Your headache pills come in sealed, tamper-resistant packaging with childproof protective caps. Some stores are voluntarily taking your product off the market. The US Food and Drug Administration have announced an investigation, and the family of the person who died has threatened to sue. You represent Headache Pills, Inc.

October—Maisy Mayflower, Star Actress

You represent Maisy Mayflower as her spokesperson. She has recently returned from Bolivia, where she adopted a 2-year-old child. She already has three adopted children representing several countries. She is not married. Upon her return, a man claiming to be the child's father came forward to the media in La Paz, Bolivia protests the adoption, and the United States. media has picked up on it. It is all over the internet. The Bolivian government issued a statement that while they cannot confirm the legitimacy of his claim, the father of the child did not present himself at court during the announced hearing, nor did he present himself in the 6 months preceding the adoption. The child was legally declared abandoned, and legally adopted. You represent Maisy Mayflower.

November—Fast Food Restaurants, Inc.

A customer reported finding a severed human fingertip in soup purchased from Fast Food Restaurants, Inc. The soup and sandwich package was purchased at a Fast Food Restaurant as a takeout order. Your company has several quality controls in place to prevent accidents like this. Local law enforcement is investigating. The customer has taken pictures and posted them all over the web, and made both libelous and slanderous comments against your company in media, interviews, and blogs. The customer has never been an employee of Fast Food Restaurants or its affiliates. You represent Fast Food Restaurants, Inc.

December—Congressman “Honest” Abe Johnson.

The honorable Congressman from the State of Denial was apprehended in Ecuador for solicitation of a minor. The local media reports that a young girl approached him when he was with his traveling group and he offered to take a picture of her. The mother appeared, spoke to him, and slapped him in the face. She says the Congressman offered her money for time alone with her daughter. The congressman stated to local law enforcement, according to a conversation with his spouse from jail, that all he did was compliment her daughter, something like “what a fine daughter you have,” in his best Spanish. You represent the Congressman.

SUMMARY

1. Communication is an art that incorporates the knowledge gained over a wide spectrum by human beings.
2. Communication is a key to success for a human in every field such as from workplace to effective classroom teaching.
3. Business communication defines the working in any organization that results in effective marketing of a company, productive interpersonal relationships among the employees in an organization and successful customer service resolutions.
4. This chapter envisages the scope of communication, various types of communication in a business, and significance and implementation of good communication skills.
5. It also covers the business communication model of Shannon-Weaver and drives through the concept of ideologists towards the better creation of a model.

REVIEW QUESTIONS

1. Ask five friends which they would prefer: negative news in a direct or indirect format? Why? Discuss your results with a classmate.
2. Sales have decreased for two consecutive quarters at your business. You have been instructed to inform your sales team that their hours, and base pay, will be reduced by 20%. While you may have a few members of your sales team that are underperforming, you want to retain the entire team. Write a negative news message

in a direct or indirect approach informing your sales team of the news.

3. You have observed and documented an employee being late and taking long breaks for the past 2 weeks. Write out a brief summary of the conversation you need to have. You may be assigned to another classmate for a role-playing exercise. Share and compare with your classmates.
4. Locate the crisis communication plan where you go to school or work, or find one online. Briefly describe the overall plan and please note at least one part, element, or point of emphasis we have not discussed. Post and compare with classmates.
5. When people do not know what to do in a crisis situation, what happens? How can you address probable challenges before the crisis occurs? Discuss your ideas with classmates.
6. As a case study, research one crisis that involves your area of training or career field. What communication issues were present and how did they affect the response to the crisis? Compare your results with classmates.
7. Locate a crisis communication online and review it. Share and compare with classmates.
8. Do you always have to be on guard with members of the media? Why or why not? Explain your answer to the class as if they were members of the media.

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9

CHAPTER

WRITING SKILLS

“Read, read, read...just like a carpenter who works as an apprentice and studies the master.”

—William Faulkner

LEARNING OBJECTIVES

- Exposure to different features of written communication
- Describing the basic principles of written communication
- Importance of grammar and language in communication
- Explore the power of punctuation
- Different levels of learning and writing skills

KEYWORDS

- **Creative**—It is something original crafted by imagination and invention.
- **Delayed**—It is the interference of something that causes a detainment or postponement causing putting off to a future time.
- **Cycle**—It is a period of time within which a round of regularly recurring events or phenomena is completed.
- **Feedback**—It is responding by returning a part of the message back to the sender.
- **Adaptation**—It is making something more suitable by changing its structure, function or form that produce a better adjustment to its environment.
- **Wordsmith**—It is using words in a text innovatively to give different meaning, form or substance to the sentence and hence the message (just like goldsmiths, silversmiths or ironsmiths who impart by hammering out different, lovely shapes to the base metal).

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9.2 DISTINGUISHING FEATURES OF WRITTEN COMMUNICATION

For the success of managers and leaders the written communication is a very critical recipe.

Following famous statement also underpins the importance of writing skills:

“Beneath the rule of men entirely great, the pen is mightier than the sword!”

The unique features of written communication are:

Creativity

Written communication is the creation of a sound thought out process; It is not an impulsive reply as is the situation with oral communication. A message written in the form of letters (and even e-mail s) is deliberate and creative.

Delayed response

Subsequently crafting a written communication takes some time, the reply to the sender is not as quick as it is in the oral communication.

Limited cycles of exchange

In oral communication, whether face-to-face or otherwise, in a short span of time, it can complete several cycles of communication and all doubts get cleared quickly. A written communication preferably, replies must be comprehensive and clear in the initial case but some clarification is needed; one has to make do with one or two cycles of communication only.

Feedback from the receiver

There might be significant time interval in getting the response from the receiver. A fax message (telex of old days), might be replied rapidly, perhaps in a few hours. If it is a letter, the receiver might take a day before it is delivered and replied, if at all. Similarly, a written report (counting soft

copy sent online) could be read in a few days. In numerous cases, it might not occur at all. Absence of feedback/response can ascend from absence of concern, vagueness, or even disrespect!

9.3 BASIC PRINCIPLES OF WRITTEN COMMUNICATION

The fundamental standard of any communication is that of “adaptation.” The sender must use words, phrases, signs, and signals that the receiver is acquainted with. The sender must be very subtle and decent at imagining the standard of audience. If it is not done, he might be speaking Greek to someone; it is similar to using a foreign language pretty unknown to the receiver. Subsequent two facets must be borne in mind:

- Process of adaptation
- Governing rule of adaptation

Process of adaptation

The person has to work tough to be able to express one’s thoughts precisely. It is so hard that most persons seem to be happy with using the first word that flashes in their mind. The procedure would begin by visualizing the receivers—what they know, feel, or think. It often means communicating with readers (who are customers) at levels lesser than his. Adaptation is easier if the individual is communicating to a single person or a homogenous group. If addressing a mixed or diverse group, one has to adjust at the last level.

Governing rule of adaptation

An overruling rule that governs the adaptation procedure is that of simplicity. Selection of easy words and phrases, intertwined into clear sentences and use of simple rules of grammar can push an individual forward and fast in his learning curve for developing effective writing skills. The “KISS” principle is easy to learn and remember; it is a reminder to “keep it simple and short.”

9.4 THREE LEVELS OF LEARNING WRITING SKILLS

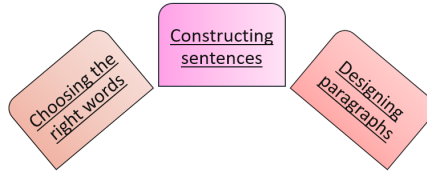


Figure 9.2. Three Levels of Effective Communication

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Learning how to write effective communication, can be labelled at three levels:

- Choosing the right words
- Constructing sentences
- Designing paragraphs

Choosing the right words

A capable writer should select words such that the receiver acquires the meaning in an exact way, without different interpretations. Subsequent guidelines are valuable:

Searching words that the receiver understands

Adaptation is a process of simplifying; it is not as easy as it sounds because:

- Many individuals write at a more difficult level
- Writers know the subject better than the receiver
- Extensive experience supports simplification.

Using familiar words

Familiar words improve communication as they are easy to comprehend and absorb. Human memory favors familiar words as it speeds up filing and storage! For example, use:

- Show in place of demonstrate

- Use instead of utilize
- Try for the endeavor

Choosing short words

Short words communicate better; use:

“Quit in place of terminating”

“Agreed in lieu of accorded”

“Last year instead of previous year”

Using technical words with caution

Every area of specialization has words that have a precise sense in that area and should be used when communicating with persons from the same area of specialization. They do not communicate well with others and hence should be used with caution, if at all.

Adding vigor to words

Our senses and mind do not respond equally to all words with vitality attract better attention. Thus, one must add zing to one’s writings by using strong words. As a rule, a word is strongest when used as a verb, followed by when it is used as a noun. Adjectives and adverbs are comparatively weak and should be used sparingly. A few useful tips are the following:

Selecting strong and vigorous words

The main purpose of any writing is to attract the attention and time of the reader. We know that strong and vigorous word attracts attention from the senses and the mind. Use:

“Tycoon in place of eminently successful businessman”

“Boom instead of period of business prosperity”

Using concrete words

Using concrete words makes writing more interesting instead of abstract words. Use of specific words adds exactness in one’s expressions.

Preferring active to passive verbs

Active form of expression is better than the passive form; it is stronger and shorter. Passive form has a place only when “doer” is not important.

Avoiding camouflaged verbs

Do not camouflage verbs into nouns; they dilute expressions. For example,

- Cancel and not cancellation
- Acquire and not acquisition

Choosing words for precise communication

One must have a decent knowledge over the vocabulary. It aids in searching for the right words and expressions that bear specific senses in a certain condition. The writer should try to have a very good collection of idioms, maxims, and proverbs. They prove to be very influential in conveying “one’s thoughts in a precise manner.”

Avoiding sexist words

These are words that show male dominance, for example, manly figure or manly habits.

Avoiding pronouns indicating sex

Do not use pronouns like he, she, him, or her. This can be done by:

- Making them plural
- Rewording the sentence
- Going in for neutral expression like one, someone, and so forth.

Avoiding words derived from masculine words

Do not use words like manpower, chairman, postman, watchman, and so forth.

Avoiding words that are demeaning to women

Words like womanizing, prostituting, and so forth, should be left out of writing as they offend some readers.

Constructing sentences



Figure 9.3. Construction of effective and clear sentences is necessary.

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Length of the sentence is the key characteristic of constructing sentences. In general, sentences must be modified for the readers. Lengthy sentences are difficult to read and tougher to have a grip upon. Short sentences improve readability. A sentence must have 16 to 18 words, on the average. Sometimes longer or shorter sentences may be justified. Here are some good suggestions:

Limiting content of a sentence

Limiting content of a sentence would reduce its length. However, it should not be ruined. Too many short sentences make the reading choppy!

Economizing on words

Always look for shorter ways of saying things. A few suggestions are:

Avoiding cluttering phrases

Go in for shorter expressions like:

“If for In the event that”

“Like for along the lines of”

“To, for With a view to”

Eliminating superfluous words

Some words do not add any meaning and a quick scrutiny can go a long way.

Avoiding roundabout ways of saying things

Round about ways of saying add words and verbosity to the sentences. Being direct makes it simple, short, and impressive.

Avoiding repetition of words and phrases

Repeating words and phrases is very dull and should be excluded from “ones writing.” The only exception is when the writers want to stress something.

Determining emphasis on the construction of the sentence

Short sentences stress content and lengthy sentences dilute it, although determining emphasis in a sentence is largely a matter of judgment.

Imparting unity to a sentence

All parts of a sentence should relate to one “single thought.” This unity is often violated in the following three ways:

Including unrelated thoughts

Unconnected thoughts vitiate unity of a sentence and can be taken care of by:

- Using separate sentences for unrelated thought
- Making one thought subordinate to the other
- Adding words to show that the thoughts are related

Giving excessive details

Giving too many details dilutes the unity of a sentence. Avoid details or put them in a separate sentence within parenthesis.

Constructing illogical sentences

Building illogical sentences can spoil the unity of a sentence. It results from:

- Mixing active and passive forms of expressions
- Going in for mixed construction of sentences.

Using correct rules of grammar for sentence clarity

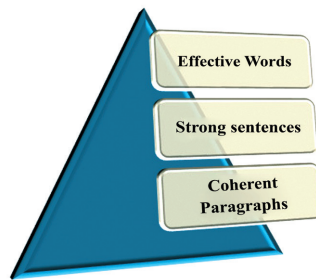


Figure 9.4. Requirement for good writing skills.

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Rules of grammar have emerged as a result of some customs, but mostly because they help write logically and clearly. Students must know these rules of grammar to acquire effective writing skills.

Learning power of punctuation

This is a group of unique signs that are used in writing and each writer should grasp it properly. Some of the uses change like fashion over time and writers must remain updated on them. They increase power to “one’s expressions.”

Designing paragraphs

Paragraphs from the third link, that is, critical to acquiring effective writing skills. Besides words and sentences, they play a major role. Paragraph designing requires a clear thinking and a systematic mind. Design of paragraphs has a direct impact on the layout and presentation of the writing and contributes significantly in attracting and retaining a reader’s attention. A few guidelines are:

Paragraphs should exhibit the unity of idea or topic

The contents of a paragraph should relate to one idea (group of thoughts) or topic. However, unity can vary and so can the size of a paragraph. Ideally, a good test for a paragraph is that it should be possible to reduce the contents

of a paragraph to one sentence or one statement. If it is not possible, the unity of the paragraph is likely to suffer.

Paragraphs should be kept short

A paragraph should consist of eight to nine lines only. Paragraphs larger than 10 lines should be critically examined and “fat cut off”

Large paragraphs are heavy and make reading dull and difficult

Short paragraphs appear well organized and invite readers to read on with attention

Paragraph positioning enhances layout design. Suitable system of headings and subheadings can further improve the attractiveness of the prose. These days’ printers use color schemes for titles, and so forth to give “come hither” look to the readers.

Positioning topic sentence to advantage

Writers must become aware of the importance of positioning topic sentence in the design of a paragraph. It can help in designing good paragraphs. However, where it should be placed in a paragraph depends upon the writers’ plan:

Placing topic sentence first

It is the best option and many firms have adopted it as a policy guideline.

Placing topic sentence last

Here the beginning sentence in the paragraph serves as an introduction. The paragraph ends with the topic statement that is the real content.

Placing topic sentence in the middle

If a topic sentence is placed in the middle of a paragraph, it dilutes the content. It is rarely used but in specific situations, it can impart the requisite impact.

Leaving unnecessary details out of the paragraph

This requires good visualization of the receiver. One can make the paragraph smarter by omitting extraneous details. Much depends upon the writers’ judgment.

Paragraphs should move the text forward

Each new paragraph is the next additional step in moving towards the goal of the message. If each paragraph represents the orderly development of the ideas, it facilitates moving forward. Smoothness in writing style and good proficiency in choice of words and sentences can move the idea forward through each paragraph. Once a while, short paragraph is incorporated to organize the transition from the previous paragraph to the next.

9.5 ACTIVITY

The students should, at this stage, undertake an exercise in sharpening their writing skills. They should study any book on general management topics available in most libraries and roadside bookstalls and make a long summary in own handwriting (similar to long reviews of books that appear in some of the business magazines available in the market). They should not resort to word processing as it leads to plagiarism. Textbooks should be avoided. The length of summary should not exceed 10 A-4 size pages and should follow the pattern of giving numbers as followed in this book with suitable headings for the sections, paragraphs, and subparagraphs. Students should not follow the chapter wise approach and can skip topics that do not add much to the overall theme of the book.

9.6 ROLE OF LANGUAGE/GRAMMAR IN COMMUNICATION

Communicators must understand the role and importance of language and use of proper grammar in enhancing their written communication skills:

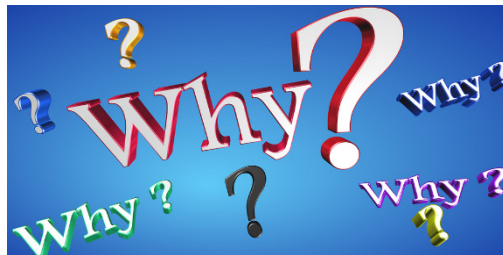


Figure 9.5. Why is Grammar important in communication?

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Importance of language

A Chinese sage of the distant past was once asked by his disciples what he would do first if he was given the power to set right the affairs of the country. He answered, “I would certainly see that the language is used correctly.” “Surely,” said the disciples, “This is a trivial matter. Why should you deem it so important?” The Master replied, “If language is not used correctly, then what is said is not what is meant, then what ought to be done remains undone. If this remains undone, morals and art will be corrupted, justice will go astray. If justice goes astray, the people would stand about in helpless confusion.” Lee Iacocca, the famous former CEO of Chysler, USA emphasized it further, “You can have brilliant ideas, but if you can’t get them across, your ideas won’t go anywhere.” It must be remembered that knowledge is nothing but messaging of information and communication; it is the only factor of production that is not subject to the law of diminishing returns.



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Importance of grammar in a language

Grammar is a branch of linguistics dealing with the form and structure of words (Morphology) and their interaction in a sentence (Syntax). The study of grammar reveals how the language works. By mastering the rules of grammar, one can become a better “**wordsmith**,” an essential ingredient for becoming a good communicator.

9.7 WORDS AS BUILDING BLOCKS OF LANGUAGE

Word is a fundamental building block of any language. These are used in different parts of a sentence. Word’s part in a sentence or speech is not

inherent in the word itself; it comes from the way the word is used in the sentence. It is thus an important part of the skill set of the communicators. Words can be placed in any part of the sentence or speech. It is decided by the way it is going to be used, that is, whether as a noun, a verb, an adjective, and so forth. Important types of words have been detailed in the following paragraphs:

Nouns

Noun is a Latin word and its literal meaning is “name”; it is the naming ability of words. We need to name:

- A person
- A place
- A thing

An idea
Types of nouns are:

Proper nouns

These are the names of specific persons, place, or entity. First alphabet of these nouns has been always in capital, for example., Anil, Agra, and so forth.

Common nouns

These are names of generic category like “boy,” “boss,” “brother,” and so forth. Here first alphabet is not a capital. A quick test is that if a noun can be modified quickly by adding an adjective, it must be a common noun. For example, a good boy, a nice boss, the older brother, and so forth.

Verbs

Verb is a word used to express action or to describe a state of being. Verbs are of two types:

Action verbs

They express action, for example,

Sheena smiled

Ruchi replied, and so forth.



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Linking verbs

They describe the subject, for example,

Food was tasty

The book became the best seller

The movie got a very good response

Tenses of verbs

All verbs have tenses. Two important aspects of tense are:

All verbs have three tense forms:

, for example, "is"

Past, for example, "was"

Future, for example, "will/shall"

All verbs have four conjugation forms

Present	Past	Participle	Continuous
Write	Wrote	Written	Writing
Speak	Spoke	Spoken	Speaking

Adjectives

Adjectives play three roles as below:

Noun modifiers

As noun modifiers, they always precede the nouns they modify, for example,

- Loud explosion
- Beautiful girl
- Sick old man
- Golden voice, and so forth.

Predicate adjectives

The predicate adjectives follow the linking or descriptive verbs and describe the subject, for example,

- The play was terrific
- The crust turned brown
- Please keep quiet

Determiners/Modifiers

The adjectives can also be determiners or modifiers. These are a diverse group of words that precede descriptive adjectives and can be grouped into following subclasses:

Articles

In all there are three articles (the, a, an) in the English language and can be categorized as:

Definite article: “the” is the only article in this category

Indefinite articles: “a” and “an” are the only two articles in this category

Their applications are discussed as follows:



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Definite article: the use of “the”

- To define, particularize or single out a noun, for example, I have read “the” book.
- To make obvious about what we mean, for example, “The” movie ran for 3 hours.
- To single out the superlative form of nouns, for example, “The” best employee of “the” firm.
- To highlight the title of the dignitary, for example, “The” Chief Justice
- To single out things that are one of its kind, for example, “the” sky, “the” sun, “the” moon, and so forth..
- To common noun that represents a class, e.g., “The” staff should be part of the management.
- To adjectives that indicate a class of persons, e.g., “The” rich should help “the” poor.
- To a distributive measure, e.g., Milk is sold by “the” liter or by “the” kilogram.
- To abstract nouns when particularized, for example, “The” honesty of taxi driver was applauded.
- To the names of rivers, mountains, seas, scriptures, newspapers, etc. e.g., The Ganga, The Himalayas, The Arabian Sea, The Geeta, The Hindustan Times etc.



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Indefinite article: use of “a” and “an”

Article “a” is used

- In singular nouns, e.g., a meeting, a message, a class, etc.
- With words starting with a consonant, for example, a man, a situation, a behavior, and so forth.
- With words beginning with sound of “y” or with “o” as in one, for example, a young-man, a 1-rupee coin

Article “an” is used:

- In singular nouns starting with a vowel, for example, an engineer, an officer, and so forth.
- With words where first alphabet is not sounded, for example, an honorable person, and so forth.

Demonstratives

These are—“this,” “that,” “these” and “those.” Everyone must learn to use them properly in oral and written communication.

Number words

These have two subgroups:

- Cardinal numbers like one, two, three, and so forth.
- Ordinal numbers like the order in which things occur—first, second, third, and so forth.

Possessives

- These are words that are used as adjectives, for example, Rita’s friend, Anita’s puppy. We also have possessive pronouns like me, your, his, her, its, our, their, and so forth.
- **Quantifiers**

These are—“one,” “many,” “several” and so forth.

Adverbs

These are words that modify verbs, adjectives and even other adverbs. Two types are:

Those that modify verbs, for example,

- Ruchi drives the car “carefully.”
- Rohil parked the car “there.”
- Anjana parked the car “yesterday.”

Those that modify adjectives

These are—“very,” “much,” “too,” “enough,” and so forth.



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Pronouns

A conventional definition of pronoun is that it is a word used in place of one or more nouns. It replaces or represents a noun or nouns. For example, “Pankaj wondered where Rumi was” can be rewritten as “he wondered where she was.”

Pronouns have four subclasses:

- Personal nouns
- Reflexive nouns
- Indefinite pronouns
- Demonstrative nouns

These are explained in the following paragraphs:

Personal pronouns

These have three further categories: Subject, Object, and Possessive and each category has three forms; First person, Second person, and Third person and each of them can be either singular or plural as shown below:

Singular	Plural	
First Person Subject	I	We
Object	Me	Us
Possessive	Mine	Ours
Second Person Subject	You	You
Object	You	You
Possessive	Yours	Yours
Third Person Subject	He, She, It	They
Object	Him, Her, It	Them
Possessive	His, Hers, Its	Theirs

Reflexive Pronouns

These are unique and easily recognizable group of pronouns that end in “-self” in singular form or “-selves” in plural form as explained below:

Person	Singular	Plural
First Person	Myself	Ourselves
Second Person	Yourself	Yourselves
Third Person	Himself	Themselves

Indefinite pronouns

These pronouns use the same words as are used in adjectives and can, therefore, be confusing. However, we must remember that the indefinite pronouns stand alone by themselves, whereas adjectives always modify nouns. For example, Sanjay would like some. Here “some” is an indefinite pronoun.

Sanjay would like some spinach. Here some are used as “adjective” as it precedes and modifies a noun.

Demonstrative pronouns

These are a group of four pronouns “This,” “That,” “These” and “Those.” Similar to indefinite pronouns, the same words are also used as adjectives. However, as explained above, pronouns always standalone; demonstrative pronouns are no exception.



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Prepositions

These are few words: “By,” “To,” “With,” “About,” “Over” and so forth, and are used to make prepositional phrases which consist of a preposition plus its object that can be either a noun with or without adjective or a pronoun. For example,

“In” the morning

“Under” the bridge

“By” Shakespeare

“To” them

Prepositions come as a part of a package. They are bound by their objects to form prepositional phrases. These cannot be looked at in isolation!

Conjunctions

These are words used to join or conjoin words or group of words. Conjunctions have two subclasses:

Coordinating conjunctions

These can be easily remembered by adopting an acronym of “FANBOYS.”

F	-	For
A	-	And
N	-	Nor
B	-	But
O	-	Or
Y	-	Yet
S	-	So

A few illustrations are:

Amit loves coconut “and” bananas.

Sanjay is poor “but” honest.

Ruchi wanted biscuit “or” chocolate

Subordinating conjunctions

They join or conjoin groups of words of unequal status and are not much in use.

9.8 POWER OF PUNCTUATIONS

Punctuations are a set of conventions that make it easier to read any language. In the English language the various rules are no more than conventions. Conventions are agreed ways of separating a text so that the readers’ eyes and brain can assimilate easily. These conventions are like table manners that change over time.

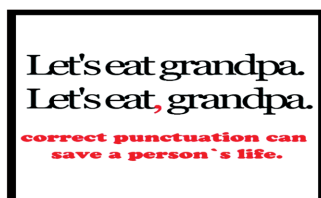


Figure 9.6. Power of Punctuation

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These are like fashions with which most writers try to experiment and innovate. However, some rules are clear and remain unaffected and have been explained for each of the punctuation marks in the following paragraphs:

1. Full stop (.)

It is the longest pause that a reader should observe while reading a text. The full stop is used:

At the end of a sentence except in interrogative and exclamatory sentences.

After the initials or abbreviations, for example, P. Dhingra for Pankaj Dhingra, Esq. for Esquire. These days full stop is omitted from well-known abbreviations like UNESCO, WHO, WTO, BHEL, and so forth.

2. *Comma (,)*

It is the shortest pause and is used extensively. It is a troublesome punctuation and a few tips are:

- Put comma where one would pause while reading a sentence aloud
- To set off a noun of address, for example, “Mr. Verma, please get this bill settled”
- To indicate omission of a word, for example, “Quality is excellent; the appearance, attractive; the price, low.”
- To separate direct speech from the rest of the sentence, for example, “Mr. Seth, you have been very careless in your work.”
- Commas are useful in separating one part of a sentence from another. They also have a role in speaking; they may not suggest a pause long enough to be noticed, but if observed properly, these can enhance your skills in delivering a speech.

3. *Semicolons (;)*



Figure 9.7. Power of Semi-colon

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

If two sentences are closely related in meaning and it is not desirable to separate them by a full stop, a semicolon is used. For example, “You type the letter; I shall type the bill.”

4. Colons (:)

Colon is used to:

Introduce a list, for example, “Please arrange these items: a personal computer with printer, a pad, a pack of envelopes, gum stick, paper pins and paper clips.”

Introduce an explanation, for example, “The problem is this: we cannot get trained hands at such a short notice.”

Separate two contrasts, for example, “Managers make plans: insincere workers sabotage them.”

5. The question marks (?)



Figure 9.8. Question Mark and its Importance when Framing a Sentence

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It is used after a direct question for example, “Can I help you?” it should never be used after an indirect question. Grammatically, an indirect question is not a question at all. For example, “The Accounts Manager asked Mr. Malhotra why he did not put the amount in fixed deposit.”

6. The exclamation marks (!)

It is used at the end of a sentence that expresses a strong feeling. For example, “Congratulations to all the winners!”

7. Quotation marks or inverted commas (“”)

These are also used in the text. A few tips are:

The direct words of a speaker (the words that one actually hears) are enclosed in inverted commas. Since these are also used to enclose quotation ascribed to an eminent person, these inverted commas are also known as quotation marks.

An interrupted speech is also put within inverted commas, for example, “I would rather starve,” he said, “than accept such a job.”

Titles of books, magazines, newspapers, essays, poems, and so forth, are also enclosed in inverted commas. For example, “City of Sorrow” has raised a lot of interest.

8. The apostrophe (’)

Ever since there is an emphasis on conversational English to be adopted as the preferred style of writing, this has become very popular. A few tips are:

It is used in place of an omitted letter in a contraction, for example, “doesn’t for does not.”

All possessive nouns contain an apostrophe. For example, A week’s wages, Customers views, and so forth.

Apostrophe is also used to form plurals of alphabets and figures:

Dot your I’s and cross your t’s.

Let us take up the issue with a few of the MP’s.

His phone number is all 2’s.

9. Hyphens (-)

A few rules are:

It is used to join parts of a compound word, for example, maid-servant and so forth. It is used to combine a word with its prefix, for example, Post-dated, and so forth.

10. The dash (-)

A few useful rules are:

It is used to show a sudden change of thought, for example, the substance of the story is us, but do you have the time to listen to me.

It is also used for explanation, for example, In this term, there are three core subjects: Strategic Management, Project Management, and Quality Management.

10. Parentheses ()

They serve the purpose of double dashes. They separate from the main sentence, a phrase or a clause that does not belong to it. For example, the scheme (see the enclosed brochure) is designed to give you the maximum return on your money.”

11. Capital letters

It is not a part of punctuations but it is useful to understand where in a text, capital letters are used:

First alphabet of a sentence

First alphabet of a quotation

All proper nouns

Names of religious sects, political parties

All nouns and pronouns referring to God

Pronoun “I”

Interjection “O”

All words in a heading excepting the articles, prepositions, and conjunctions

Abbreviations of degrees, titles, and so forth.

Forms of address, for example, Dear Sir/Madam, and so forth.

9.9 KEY COMMUNICATION MOMENTS AT A GLANCE

1. FLOTUS for POTUS: That’s What Many Were Thinking When Michelle Obama Dropped the Mic after her DNC Speech, July 25, 2016

Dynamic, ambitious, eloquent and relatable to everyone, Michelle Obama is an outstanding communicator. If you weren’t among the 25.7 million watching her speech from the Democratic National Convention live,

you must watch it. It will give you chills. It stirred emotion with women and men, as she describes how difficult it is to raise great children in a very difficult world—and she did so without preaching. She spoke with compassion and care—to the point where you could feel it. She has a life to which most people can’t relate, yet, she found common ground with people across the country. Michelle Obama works so closely with her speechwriter, Sara Hurwitz, that her speeches have an emotional core that’s authentic to *her*. Michelle Obama’s ability to connect with her audience through her authentic emotional vulnerability (spoiler alert: she’s super likable) and powerful vocal conviction is incredible. The most memorable lines, “I wake up every morning in a house built by slaves,” and “When they go low, we go high.” Yes, she practiced for this key moment, and yes, it showed. Best of all—she’s not a one-hit wonder. Time and time again, Michelle Obama is real, listener-focused, influencing and inspiring.

So What

Even in a scripted, teleprompter experience, you can speak from the heart by focusing on how you come across through your voice, your facial expressions, your eye communication and your warmth. Be provocative and do it with care and thoughtfulness.

2. The Voice that Unified the Divided: Dallas Police Chief David Brown’s News Briefing, July 8, 2016

It’s easy to grab someone from the limelight who couldn’t handle the pressure. This was completely the opposite. Dallas Police Chief David Brown didn’t want the spotlight; he just wanted support, and peace. Brown stepped up to rally and inspire a community during a time of tragedy. With a strong voice and a steady conviction, the police chief was able to highlight the weight of the events in Dallas, Texas while inspiring support.

His transparency, compassion and vulnerability about how he was personally handling the grief resonated across the nation.

He graciously and humbly reminded viewers of the humanity behind the uniform, pulling people in when unity was vital.

In a press conference, he boldly asked for help; yet because of his conversational cadence and confident posturing, he never once victimized himself or his colleagues amidst the tragedy. Events like this rarely manifest

the kind of leadership and greatness that we saw in David Brown, yet they are the times when we need it the most.

So What

When we get cornered, it's easy to get defensive and attack. Instead, use transparency to pull people in.

9.10 ACTIVITY

- Every student should repeat the exercise of preparing summary of at least one more popular book on any topic of management but of general interest. Textbooks should be avoided.
.....
.....

If it is being administered to a group of students at one site, teacher must ensure that no two persons do the long summary of the same book.

SUMMARY

- Writing skill is an art. It can either be cultivated or acquired although they require a lot of hard work.
- To gain a competitive edge over the rivals effective writing skills are the key requirement.
- As there exists a famous saying that the pen is mightier than a sword. Written communication is a delayed response and hence more creative.
- Compared with oral communication, it permits limited cycle to respond and lag time for feedback takes longer and in some cases, it may not happen at all.
- Adaptation is the basic principle as writers have to work hard to express their thoughts accurately.
- They must visualize what receivers know, feel or think and then select the right words and phrases.

It is easier communicating with single person or homogenous groups rather than mixed and diverse groups. However, governing rule is to keep it simple and short (KISS).

REVIEW QUESTIONS

1. Justify with suitable explanations, the basic principles of written communication.
2. What are the advantages of written communications?
3. Describe the stepwise procedure of learning writing skills.
4. Describe the guidelines for choosing the right words in written communication.
5. Explain how one can improve skills in constructing sentences in written communications.
6. What is the importance of designing the proper paragraphs in written communication?
7. Highlight the importance and relevance of language and its grammar in acquiring effective communication skills.
8. What is the role of choice of words in a language?
9. Describe the different types of words used in English language.
10. Distinguish between proper nouns and common nouns.
11. Describe different types of verbs. What are tenses and the conjugation forms of a verb?
12. Verbs signify action. Justify that action words are the most important ones in a message.
13. What are the different roles played by adjectives?
14. What are the different types of adverbs and where are they used?
15. What are the different types of pronouns and where are they used?
16. Describe preposition and conjunction in English grammar.
17. Where are full stops and commas used? Distinguish between their roles and uses.
18. Explain the uses of semicolons and colons in English grammar.
19. Describe the uses of question marks and exclamation marks in English language.
20. Highlight the role of apostrophes and quotation marks in modern English grammar.
21. Explain the uses of hyphen, dash and parentheses in English language.
22. What is the importance of capital letters in English language?

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10

CHAPTER

APPLICATIONS OF BUSINESS COMMUNICATION IN CROSS-CULTURAL COMMUNICATIONS

“You will either step forward into growth or you will step back into safety”

—Abraham Maslow

LEARNING OBJECTIVES

- Introduction to various concepts of applications of business communication
- Classification of different types of reports and characteristics of good business report
- Advantages and limitations of writing business reports
- Central role of cultural values in business communication reports
- Importance of cross cultural communication skills
- Assessing the impact of culture

KEYWORDS

- **Culture**—It is the refinement of thoughts, emotions, manners, taste etc. relating to concepts, habits, skills, arts, instruments, institutions of people in different time periods.
- **Values**—These are the ideals, ethics, credo, belief, percept, tenet etc. that lay the foundation for goals, purposes, objectives, mission and vision of individuals, groups and enterprises.
- **Explicit culture**—These are those elements of culture that are visible, distinct,

definite, clear, stated and open realities and is also known as the outer layer of culture.

- **Implicit culture**—These are the assumptions and characteristics that are unexpressed, unspoken, latent, ingrained, intrinsic, inherent etc. and form the inner layers of culture that are invisible but steadfast.
- **Homogenous culture**—Culture that is uniform, consistent, similar and monolithic.
- **Acceptance of outsiders**—It is the approval of outsiders and considering them to be adequate and admissible.
- **Etiquettes**—These are manners, customs and conventions that cover rules of politeness, civility and propriety.
- **Chronemics**—It is the study of impact of time and timing on the attitude, behavior and conduct of people.
- **Proxemics**—It is the study of nearness, closeness and adjacency on the attitude, behavior, and conduct of people.
- **Conscious level of culture**—It is those parts of body language that people are aware, alive and alert of and their use is deliberate, studied and intentional.



10.1 INTRODUCTION

A business report is a way to convey all the relevant information regarding something seen or done with proper investigation. A business report is a formal representation of a work done in a written format with complete conclusions and relevant recommendations. It gives a glimpse of all the background material with proper information to make the decisions and take the actions.

It is rightly said that “reports carry information from those who have it to those who need it.” They totally reflect the correct flow of information that has become one of the integral part of modern management of information to make the correct decision.

10.2 IMPORTANCE OF BUSINESS REPORTS

Nowadays, reports are becoming like the basic tool for managing the rules of decision-making. They are extremely vital for those firms that are in a continuous state of growing in size. For a proprietor of a small enterprise, it becomes very difficult to have a master of all the facts. While on the other hand, reports for the larger firms are indispensable. Recently, reports have emerged as a very good measure to ensure the participative management to make the best decision and carry out the business at a faster pace for better growth and expansion.

10.3 CLASSIFICATION OF REPORTS

Reports can be classified in several ways as follows:

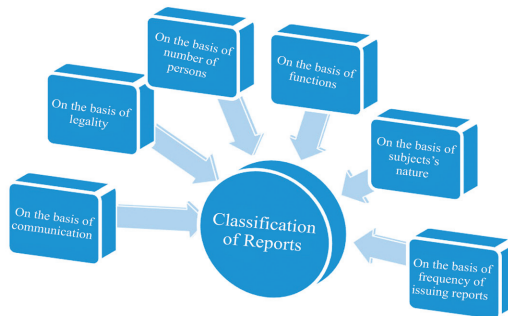


Figure 10.1. Classification of Reports

Classification of reports

Classification on the basis of communication

- Oral reports
- Written reports

Classification based on legality

- Informal (short) reports
- Formal (long) reports
- Formal reports are further classified as:
 - Statutory reports
 - Non-statutory reports

Classification based on frequency of issuing reports

- Periodic reports which are also called as Routine reports
- Special reports

Classification based on functions

- Informative reports
- Interpretive reports which are also called Analytical or Investigative reports

Classification based on the nature of the subject

- Problem determining reports
- Fact-finding reports
- Performance reports
- Technical reports

Classification on the basis of number of persons

- Reports by individuals
- Reports by team
- Reports by committee or sub-committee

10.4 CHARACTERISTICS OF GOOD BUSINESS REPORT

Accuracy of facts

As it is well-known fact that reports are used vitally for decision-making so making any inaccurate decisions or putting any unverified facts can lead the way to disastrous results. It is said that, “What is worse than no information is wrong information.”

Brevity

It is difficult to define, but sometimes it is not possible to state a specific rule to be followed for writing down reports. Generally, good reports are summed up in a brief context, but brevity or conciseness of a report should not be achieved at the cost of clarity nor incompleteness in the context of the report. Thus, reports should be brief and crisp and should include the entire relevant thing.

Clarity

Measures such as orderly manner, systematic composition and clear thinking from the clarity in a report. Reports should be divided into short and clear paragraphs, appealing headings and credible signposts to attract the attention of the audience while securing the full interest of the readers and the customers.

Free from Grammatical Errors

Any precise piece of composition that is free of any grammatical errors and presented in an attractive manner is a good report. If words chosen come out as faulty or the build-up of sentences seems to be confusing and the designing of paragraphs seems to be dull then such reports would attract only a few readers. When reports take too much of time to sort out the data and alterations in the meaning and before taking any proper decisions, then such type of things will always leave a doubt inside in the mind of a decision-maker. In addition, if the implemented decisions do not reflect any conviction in the management, then it is very unlikely to be executed properly in future.

Objectivity of Recommendations

Recommendations should contain two things that are objectivity and impartiality. They are mostly based on the logical conclusions drawn out of the investigation, pure analysis and findings. Features like self-interest or self-centeredness among the individuals should not come in directly or indirectly while proposing recommendations.

Unity and cohesion

If the writers are having clear and focused purpose of the main report then it draws features like unity and cohesion in the report.

Precision

Usually, reports avoid extra issues and plot preciseness and incisiveness as feature like precision adds value to the report.

Reader-orientation

Reader-orientation is customer orientation. Writers always keep in mind that a person is going to read the context of his book in his own manner, whereas,

contents of reports to the laypersons will be very different from the reports that are prepared and submitted to the general experts and specialists.

Relevance

Relevance relates to the facts and data that throw the light on the direct bearing over the main purpose of the intended message. From a report, neither anything is relevant should not be skipped nor any irrelevant data should be added to make the report more confusing. Exclusion of some of the relevant facts may lead to the incompleteness in the report, which would likely lead to misleading facts.

Simple language

Reports that use more easy and familiar words along with the direct construction of the sentences leads to better understanding of the subject matter. It is only the use of deep knowledge in the context, which enables the person to throw up the complex words and use simple words and phrases for expressions. “Reports should be free of trite expressions, clichés and figures of speech.”

10.5 ADVANTAGES OF WRITTEN REPORTS

Some of the advantages of written reports are as follows:

- Provision of records for both the parties, the sender and receiver
- Providing such a reference that can be distributed among all the concerned department
- Writers take time to think and ponder before writing
- Writers have the leverage to change and alter the text several times prior to submission
- Receivers have an advantage to go over the reports several times
- Receivers can too construct the better response just like senders as they have plenty of time to think and discuss the issue.

10.6 LIMITATIONS OF REPORTS

- Immediate feedbacks are unavailable
- Lack of personal contact with the other reader
- Readers cannot ask the relevant questions to ask for clarification

- The text of the written reports is not as adjustable as it is possible with the oral reports.

10.7 PREPARATION OF A REPORT

Preparation of written reports has emerged as a useful tool to make the decisions in a large number of organizations. Some of the most important decisions are taken for the companies to survive and grow in the competitive environments such that the quality and reliability of the decision-making must be world class. This all requires great care while preparing all the written reports. Given below are some of the six important steps to prepare a report:

- Knowing the purpose of the report
- Visualizing the readers
- Choosing of relevant ideas
- Collecting all the facts and data backing the ideas
- Organizing of ideas in one of the most effective manner.

Writing, rewriting and reworking some of them are explained as below:

Knowing the purpose of the report

Generally, reports are investigative in nature. The management at senior level while appointing the task force team asks them to look into the issues that indicate the purpose of a report. It has been observed many times, that the purpose looks vague from the start of the report and after some exploration of the content; the real purpose of investigating the report becomes clear. Among all the events, readers are required beforehand to go through the full process of report writing and that they should know the purpose of the writer. It seems very difficult to grasp the ideas of writing the report if the purpose of the writing the report is not mentioned clearly. Thus, above said situations highlights the true importance of drafting a good title for the report writing. The words used in framing the title of the given report should cover the purpose of writing a report in a very precise, concise, and specific manner.

Visualizing the readers

Reports should be made in such a manner that they could be easily adapted according to the mental framework of the readers. Since business, reports

have limited circulation in hand, so it becomes easier to visualize the possible mindset of the readers and to identify both their business and professional background. Some are classified as:

- Bosses, peers, or subordinates
- Gender—man or woman
- Age—young, middle-aged or old
- Length of service with the firm—new or old associate

If the report is meant to project the ideas for a large number of groups, then all the associated characteristics of the due receivers must be visualized and conceptualized in mind while writing the report. Hence, writers must incorporate both the healthy love and respect for their fellow readers, so that report seems to be attractive and can seek the attention.

Choosing the ideas



Figure 10.2. Selection of Right Thoughts

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Once the purpose of writing is known to the sender, then the various ideas come into the mind to be written in a succinct manner. Hence, all the possible effort is made towards plotting down all the relevant keywords and the ideas that flash in the mind of the writer. Once the ideas are pinned down, then the next step is to plot them into a sequential format to make it more logical and systematic for the readers to understand and grasp the ideas.

Collection of all the facts and data

The writers should keep in the mind that all the written report has to be formed

into a very compelling document that is well supported by the ideas of all the superiors, peers and subordinates. Under this, writers plot down the list of all the ideas on the first left half of the paper and the other corresponding ideas on the other right half of the paper along with the collection of all the data and facts that should be collected to support those ideas. This action plan of drafting and presenting the ideas action saves both the time and the efforts of the team who readily collect all the relevant data that is required for the given subject.

Once all the data is collected comprising of all the relevant ideas and data, then writers edit it in their own terms according to the most suitable sequencing of the ideas that may influence the receivers.

For ease of understanding the data, it is not necessary to put all the data in the main body of the report as features like detailed tables, charts, and so forth, can be put in the appendices by the end of the report. “Only the summary of the data may be put in the main body to ensure the write-up moves forward with every paragraph.”

Organizing ideas in the most effective manner

It is said that “the order in which the ideas will be presented is as important as the ideas themselves.” The ideology of translating the thoughts into the appropriate mold of words and organization of those thoughts and words in a logical manner has no equal relevance as seen in the intellectual training. This process of “wordsmithy” is very innovative and satisfactory for the writers to do any type of communication, especially those concerning the business reports.

Writing, rewriting and rewriting

It is a well-known secret of the industry that “good authors, journalists, and correspondents write, rewrite and rewrite.” To be able to make these things do work, contents have to be written and again rewritten repeatedly with a point of view to improving them which also requires true sense of respect and love for the fellow readers. It is a key point to remember carefully that any draft should be revised effectively and it should be read with the sole objective and a fresh mind to understand from the point of view of the readers. All the writers go through by paragraph and paragraph with a continuous check on the continuity of the ideas. Every word, figure and image must be checked thoroughly. Wherever and whatever possible suggestions are required, they should be considered

from knowledgeable colleagues and subordinates.

10.8 FORMAT OF WRITING A REPORT

Mainly the reports that are very popular in business writing are basically standalone types that are prepared by the individuals and the teams which is then circulated among all under a cover letter. Though the format of reports is very much influenced by the concerned topic of study, but the general form of report writing is represented as below:

1. Title page
2. Acknowledgement
3. Executive summary
4. Table of contents
5. Main body of the report
 - 5.1 Introduction/Background
 - 5.2 Defining the problem
 - 5.3 Analysis of data, facts and supporting evidence
 - 5.4 Conclusions
 - 5.5 Recommendations
 - 5.6 Implications for other functions in the organization
 - 5.7 Appendices
6. Bibliography including webliography

10.9 CENTRAL ROLE OF CULTURAL COMMUNICATION

Culture lives a powerful impact on individuals “way of thinking, saying, or doing things” such as:

Thinking engulfs beliefs, assumptions, values, myths and folklores

Saying, depicts the true essence of living that determines the way of interacting with each other surroundings such as machines, tools, natural resources, food, clothing, shelter, and so forth. Doing signifies norms of behavior that include own customs, laws, regulations, ceremonies, fashions, etiquettes, and so forth.

Culture proves to provide a meaningful context under which people gather together and think about themselves while interacting with the surroundings. It is a point to remember that a culture is a form of rational and logical way in which a community, thinks, though sometimes it may appear irrational and illogical to a person who is outside from that culture. Thus, working across culture presents “both the biggest challenge and opportunity in a world that is shrinking in terms of time, distance and ability to communicate.”

The managers of the modern world are required to gain and possess the high level of skills to communicate across the diverse cultures. There has been a rapid increase in the number of managers interacting with different persons coming from different cultures and learning the ways they meet, greet, and communicate with each other to build up a lasting influence that paves down the way for the mutual benefits and leads towards the productive cooperation to accomplish common and agreed objectives.

10.10 IMPORTANCE OF CROSS-CULTURAL COMMUNICATION SKILLS

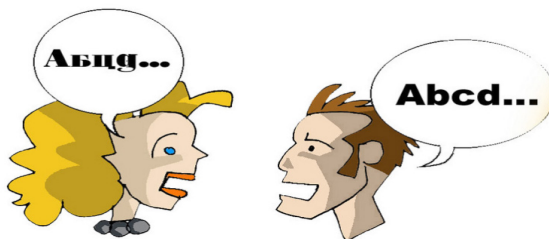


Figure 10.3. Cross-Cultural Communication

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

In today’s modern scenario of business, acquiring and sharpening of cross-cultural communication skills plays a strategic asset as it can:

- Propel one’s career path
- Bring up one’s success in competitive environments
- Reflects the commitment of an individual to achieve quality and excellence

- Making a person confident in the diverse settings of people from all walks of life
- Helping others to develop an admirable code of conduct for different groups and enterprises

10.11 UNDERSTANDING CULTURE

Understanding a culture has been just like peeling an onion. Cultural proposition contains several layers that can be peeled off to develop a keen insight of the culture. Broadly, cultural outline is thought of in terms of following three layers:

Outer layer

This is what other people associate with that culture and visual all the realities:

- Behavior
- Dress
- Food
- Language
- Habitat

This is also referred to as the “**Explicit Culture.**”

Middle Layer

It refers to the values and norms that the community holds which contains all the rights and wrong and good or bad.

Inner layer

It is the last and the deepest level of understanding that forms the lead core of understanding. It is the key to work successfully with other different cultures. The core consists of:

Basic assumptions

- Rules
- Methods of solving or coping with problems

These rules and methods have become so embedded in the members that they take it much like a breathing, without even stopping to think about

it once. Also, it is very difficult for the other outsiders to recognize these measures. It is also known as the “**Implicit Culture.**”

10.12 DIFFERENT CULTURE AND RECOGNIZING DIFFERENCES

As it is well known that culture leaves its viable impact on all aspects of communication skills so it is required by everyone to develop better understanding regarding the cultural background so as to recognize the main concept of difference between an individual's own culture and the one in which they interact with other people of different culture.

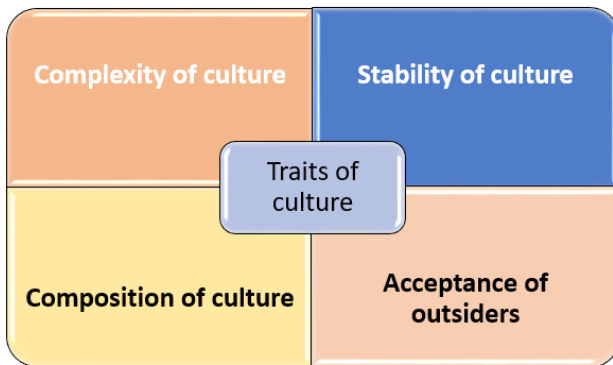


Figure 10.4. Distinguishing traits of culture

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

People coming from the same group to contain lots of similarities in the way they think, speak, and perform the work. A major culture may have several subcultures too. Culture can be distinguished variably on the basis of geographical areas, professions, hobbies, localities, and so forth. Also, the work culture of a person coming from the background of management group is very different than that of accountants or lawyers, but there exist some common features between the fans of football and cricket fans. The several distinguishing features are described as:

Stability of culture

Whether the culture is stable or it is changing rapidly.

Complexity of culture

To check whether it is easy to discern or it contains several layers that take time to grasp.

Composition of culture

Whether it has several subcultures as in India or it is homogenous as in the United States.

Acceptance of outsiders

Whether it is closed to outsiders or it accepts the outsiders easily.

Thus, every individual requires some form of special training before they become comfortable with people coming from a different cultural background.

Recognizing cultural differences

One should be aware enough to recognize the different forms of cultural differences. In India, a person belonging to south India nods his head while giving respect to others in a different manner than a person belonging from north India. If people are not very much aware of this then they can easily assume a no for yes and a yes for no. While on the other hand, in the United States, a person cannot call a spade because in the American slang, the word spade is used to call out for a black American. In a similar fashion, an Australian may give a compliment to someone by saying that “he is a good bastard” though it can easily offend an Indian. Below listed some major aspects of culture that clearly distinguish them are:

Religion

People from north America in the United States and Canada follow their own puritan religion that is highly influenced by the ethics of their religion, though both of the countries contain a large number of immigrants coming out of different parts and countries of the world. According to them, materialistic comfort serves as a sign of superiority and they believe that money can solve many of the problems and again there are many societies that condemn the concept of materialism.

Values

People coming from the countries like the United States and Canada are more goal-oriented and aspire to work in a more efficient manner. The same is not true for the countries like India and south Asia, where the rate of unemployment is very high. The general tendency of the managers is to employ two persons at a time where at least one would suffice easily.

Role play

Culture plays a very important role to determine the various roles played by the different people like what people communicate to each other and in which manner. For example, women play a very significant role in business decision-making while it is not so true for the women coming from the Middle East and north African countries.

Decision-making

In most of the western countries business is highly dominated by just one person, where it is very common that a CEO says yes or no to most of the decisions or to make any deal which is same for the case in the United States and in Pakistan. In countries like China and Japan, the process of decision-making is quite laborious as any decision made is done by reaching every individual consensus otherwise they do not feel comfortable with the process of decision.

Social behavior and etiquettes

Cultural background leaves a very deep impact on the social behavior and etiquettes of the people. It is seen that polite manners in one country are considered to be rude in another country. The rules of etiquettes may be either formal or informal where former formal rules are to be learnt and taught, like the table manners, and so forth, and later informal rules are one that are difficult to identify as they are learnt by observing and emulating them. Informal rules relate to few measures such as:

- How males and females should behave
- When and how people can touch one another
- When it is appropriate to call a person by first name
- The violation of these informal rules can cause a great level of discomfort.

Concept of time

People of the United States and Europe tend to be very particular regarding the time as they want to “clinch deals quickly,” which is not so common in most of the Asia, Mexico and Latin America. The Japanese are well aware of American impatience and say, “You Americans have one terrible weakness. If we make to wait long enough, you will agree to anything.” There is also an emergence of one new term known as “chronomics” which refers to a new area of interest that clearly distinguishes the attitude of people having different culture background towards timing.

10.13 IMPACT OF CULTURE ON ORAL COMMUNICATIONS

It seems very difficult to deal with the problems that arise from the way people speak a language. Everybody continues to speak the foreign language in the same manner as they speak their own mother language. The one who has tried to learn a different form of language they know that how easy is to write in a different language than speak it.



Figure 10.5. Importance of Cross Culture Communication

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

It is said that “another source that adds to the difficulty of understanding the language is when the speakers use idiomatic expressions. These expressions may be well understood in one country but may not make any impression on people from another region.” Below mentioned are some useful tips for oral communication in cross-cultural environments:

Clear pronunciation of words

Every foreigner should put their own extra effort while pronouncing the words and pausing at every punctuation sign which eliminates the presence of “noise” in the communication.

Look for feedback from listeners

Feedbacks serve to be an important constituent while communicating and they can be easily checked by having an alert approach towards the sensitivity and gestures of the expressions maintained by the audience while making a good eye contact. In case anyone shows the signs of confusion, one should not hesitate to check back by asking one simple and straight question like, “Is that clear?”

Rephrase sentences

To make the audience feel more comfortable and understanding, the speaker should rephrase the sentences in simpler language by choosing correct words that are easily understood while communicating. A person should not repeat the same sentence more loudly and frequently.

Avoid talking down to the audience

One should not blame the audience for the lack of comprehension. It is more appropriate to ask, “Am I going too fast?” rather than doing another gesture.

Allow people to finish what they want to say

If interrupted, the audience may miss something useful. Similarly, speakers should not let others complete their sentences.

Impact of Culture on written Communications

“Written communication is the art of correspondence. Written language is the vehicle of the cultural ethos of the country or region.” It is a very common practice to translate a message written in a foreign language into the local language, as a good translation requires the mastery over both the foreign and local languages and besides that it is very important to develop a deep understanding of the cultures and cultural differences involved. It is well known to all that the spoken language English has emerged as one of the most important languages of business at the international level, while other

languages like French, Spanish, Chinese, Japanese, Arabic, Hindi, Urdu, and so forth, are becoming high in correspondence. The major challenge lies in translating the product catalogue, literature or any type of advertisements in other languages. Also, translations are much required for documents relating to strategy, systems, and procedure. In our modern business scenario, people are becoming more aware to learn foreign languages so as to bridge the gap between the consumers and product offerings. Even problems will still remain until and unless a good understanding of the cross cultural issues, develops to remove the constraints or any kind of impediments in communication across various cultures. A few guidelines are:

Using of simple and short words

Select simple, short words that do not have multiple meanings.



Figure 10.6. Impact of Cultural Communications

Source: <https://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>

Relying on specific terms

Specific terms tend to improve understanding as it avoids any type of abstractions and illustrates with examples.

Avoid using slang, jargons, and idioms

Slang, jargons, and idioms are not translated well. Even many of the abbreviations are not understood well across different cultures, so one should avoid using them.

Construct simple, short sentences

Usage of simple and short sentences helps to improve the better comprehension as compared to the long sentences that one uses in the language which is fluent in writing and speaking.

Use short passages

One should stick to the rule of one idea per passage and try to make it as short as possible with meaningful paragraphs.

Use transitional devices to facilitate understanding train of thought

Using of transitional words like “In addition, besides, first, second, third, and so forth,” makes it easy for the reader and the listener to understand any foreign language.

Use numbers and preprinted forms

Wherever possible numbers and preprinted forms are used as they are much easier to understand.

Emphasizing on neatness in layout and presentation

The printers and publishers should use different colors for heading and should add them together in one embellished printed format, where the written materials attracts much attention of the readers and help to retain the interest by inducing one to read on.

SUMMARY

- Business reports contains very useful information that is emerging as one of the most integral part of modern communication management tool to make the decision and take the relevant action.
- Reports come in oral, written, formal, informal, informative and interpretive format that are prepared at an individual, team or committee level.
- This chapter introduces to the importance of writing business reports, various classifications of business reports, characteristics of good business reports, advantages and limitation of written reports and how to prepare a report.
- This chapter gives a glimpse of the vital role played by the cross-cultural interactions in business communications, distinguishing features of culture and their recognition.
- At last, this chapter briefly discuss about the impact of culture in both the oral and written communication.

REVIEW QUESTIONS

1. Explain the role of business reports in business communication.
2. What are the various ways to classify the business reports?
3. What are the characteristics of good business reports?

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