**COMMUNICATION FOR RURAL DEVELOPMENT**

**Unit 2**

**Introduction of Personality**

**Q. Give an introductory view of Personality.**

**Q. व्यक्तित्व का परिचयात्मक दृष्टिकोण दें।**

How do we define ‘personality’? Within psychology two classic definitions are often used:

Personality is a dynamic organisation, inside the person, of psychophysical systems that create the person’s characteristic patterns of behaviour, thoughts and feelings. G.W. Allport, 1961

More or less stable, internal factors make one person’s behaviour consistent from one time to another, and different from the behaviour other people would manifest in comparable situations. Child, 1968

Both these definitions emphasize that personality is an internal process that guides behaviour. Gordon Allport(1961) makes the point that personality is psychophysical, which means both physical and psychological. Recent research has shown that biological and genetic phenomena do have an impact on personality. Child(1968) makes the point that personality is stable- or at least relatively stable. We do not change dramatically from week to week. We can predict how our friends will behave, and we expect them to behave in a recognizably similar way from one day to the next.

Child(1968) includes consistency(within an individual) and difference(between individuals) in his definition, and Allport(1961) refers to characteristic patterns of behaviour within an individual. These are also important considerations. So personality is what makes our actions, thoughts and feelings consistent(or relatively consistent), and it is also what makes us different from one another.

When we talk of personality, we don’t mean a person has charm, a positive attitude toward life, a smiling face, or a place as a finalist for “Miss Beautiful Smile” in this year’s Miss India contest. When psychologists talk of personality, they mean a dynamic concept describing the growth and development of a person’s whole psychological system.

The definition of personality we most frequently use was produced by Gordon Allport nearly 70 years ago. He said personality is “the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment.”For our purposes , you should think of personality as the sum total of ways in which an individual reacts to and interacts with others. We most often describe it in terms of the measurable traits a person exhibits.

**Q. What is Personality? From the Personal Development point of view, what are the three essential traits?**

**Q. व्यक्तित्व क्या है? व्यक्तिगत विकास के दृष्टिकोण से, तीन आवश्यक लक्षण क्या हैं?**

Personality is the way we look, feel and behave. It is the totality of a person’s being – not merely the external appearance but also various other traits.

Personality includes the following:

* Character Traits:
* Integrity: a person’s honesty in dealing with others, loyalty to one’s beliefs, value systems etc.
* Acceptance: by others who come into contact with a person, and recognizing and accepting them as a whole.
* Discipline: refers to a person’s disciplined approach to life and work.
* Dedication: refers to the commitment a person shows towards the achievement of individual as well as group goals.
* Behavioural Traits:
* Interpersonal skills: the way a person develops and sustains interpersonal relations with all those he/she has dealings with- bosses, co-workers, fellow students, customer clients, suppliers, private and government organizations.
* Communication skills: refer to the effective way a person communicates with others through various channels- writing, speaking, listening and using positive body language.
* Leadership Qualities: refer to the qualities which help a person behave in a leadership position- getting work done willingly, exercising participative leadership style and be a role model by setting example.
* Team Management: refers to the effectiveness with which a person demonstrates ability to build and manage team in order to achieve the desired goals and objectives.
* Stress Management: the quality of keeping cool in stressful circumstances, identifying the factors causing stress, and finding solutions to reduce- if not eliminate altogether- the stressors.
* Attitudes:
* Positive attitude: Be able to have a positive attitude even in the face of difficulties and impossible situations, and be willing to try out ideas in the face of obstacles and hardships.
* Win/Win Situations: Be able to negotiate and bring around the other person to an acceptable solution to a problem- thus creating win/win situation for both the parties.
* Keep the end in mind: Be able to focus on the ultimate end (goal) in mind bypassing the various problems that may crop up on the way.
* Synergize: Be able to combine or work together in order to be more effective, or to make things or people do this.

The most important reason managers need to know how to measure personality is that research has shown personality tests are useful in hiring decisions and help managers forecast who is best for a job? Some managers use personality test scores to better understand and more effectively manage the people who work for them.

**Types of Personality**

**Q. Discuss the different types of Personality in your own words.**

**Q. अपने स्वयं के शब्दों में विभिन्न प्रकार के व्यक्तित्व पर चर्चा करें।**

There are several types of personality people have. Some of these are:

* Perfectionists: They are never satisfied till they achieve perfection. Sometimes people forget that there is nothing which can be absolutely ‘perfect’; it may be rather very close to the idea of being perfect. Such people are usually a source of stress for themselves as well as for others working with them. However, such people cannot be categorically criticized for aiming at total perfection as they tend to achieve excellent results.
* Helpers- They are always willing to help others in times of need- with guidance, advice, resources etc.
* Romantics- They are sometimes called dreamers and think of innovative ideas which sometimes people think are impractical. But sometimes the craziest idea can lead to a wonderful new design, product or service. Quite often the world moves on shoulders of dreamers! If we can’t dream, we can’t think, we can’t imagine, we may not be able to act on some new idea.
* Achievers- These are the people who are determined to achieve what they have planned for. They put all their efforts in performing to their utmost capacity, show dedication to the task in hand, and ultimately reach their goal. It is the expected sense of achievement that propels such people.
* Asserters- These people neither remain passive nor aggressive in any situation. They rather assert their rights, respect the rights of others, and have the innate ability to convince others and thus elicit cooperation from all.
* Questioners- They are ‘Doubting Toms’. They question everybody’s opinion, behaviour, ideas, ways of working etc, and quite often are dissatisfied with the outcome. Others quite often misunderstand such people and consider them to be obstacles to progress.
* Adventurers- They are ever ready to take risks in order to reach their goal. No risk is too big for them, and so they believe in experimentation with an adventurous spirit.
* Observers- They are some who are great observers of people and things around them. They visibly- or surreptitiously sometimes – observe people, events, things, environment etc., and are often a source of important information which others might not have noticed. Quite often such people are good at analysing things, events, people etc.
* Peacemakers- They avoid confrontational situations, and always take initiative in making peace with different parties who may be at loggerheads with each other.

We cannot say that every individual can be categorized into only one of these. More often than not, we have several characteristics common to the above-mentioned types. However, one particular characteristic may be dominant in one person, and another in the other person. So which one are you? Think about it!

**Introduction of Personality Development**

**Q. Give an introductory view of Personality Development. What are the essential qualities for the development of a good personality?**

**Q. व्यक्तित्व विकास का परिचयात्मक दृष्टिकोण दें। एक अच्छे व्यक्तित्व के विकास के लिए आवश्यक गुण क्या हैं?**

Personality Development means enhancing and grooming one’s outer self and inner self in order to bring about a positive change to their life. Each individual has a distinct personality that can be polished, refined and developed.

Personality development is actually the development from the organized pattern of attitudes and behaviours which makes an individual distinctive. Personality development express your originality, creativity, deep thinking. It is just developing mere external appearance, speech, mannerisms, behaviour in accordance of expectation of a group. It is a struggle to march from lower mind to higher mind.

The essential qualities for the development of a good personality are:

एक अच्छे व्यक्तित्व के विकास के लिए आवश्यक गुण हैं:

1. Clarity of goals and purpose in life- Things will happen only if we make them happen.

Goal in thought Starting point- Action- Goal achieved in Reality

Goals can be achieved systematic, determined, consistent efforts with self control and accepting set backs without dejection.

2. Doing beyond expectations- In any situation, one must try to give away more than is expected; without expecting rewards in cash or kind. Then the rewards would come automatically.

3. Learning from failures-

* Upholding the ideal once again even if a person failed a thousand times.
* Learn from mistakes and change yourself.
* See to that mistakes are not repeated.
* Do not find fault with other for one own mistakes.

4. Initiative- This develops the leadership qualities.

5. Enthusiasm-

* It is energy, excitement which gives joy in work and life.
* It leads to commitment and overcome feelings of tiredness, lack of sleep, disappointment and failures.

6. Character and Personality- It includes honesty, integrity, sincerity, truthfulness and commitments.

7. Self discipline- The major things to discipline are thoughts, emotions, words, actions, habits and behaviours.

8. Positive Mental attitude-

* Don’t find fault with others.
* I can do instead of I cannot do.
* I choose to do instead of I have to do or I need to do.

9. Managing

10.Sound physical and mental health.

11. Team work- Team work helps to develop fine personality.

12. Hard work- It is not number of hours, but the output doing right things at the right time.

13. Desiring Pleasure and excitement- Many simple hobbies and being help to others.

14. Growing in one’s knowledge and skills- books, meetings, personal visits and experiences.

Things to enhance your personality:

* Don’t compare your life.
* Don’t have negative thoughts or things you cannot control. Instead invest your energy in the positive present moment.
* Don’t invest your precious energy on gossip.
* Dream more while you are awake.

Ways to make people like you-

* Become genuinely interested in other people.
* Smile.
* Be a good leader.
* Encourage others to talk about themselves.

Win people to your way of thinking-

* Show respect for the other person’s opinions.
* Never say, “You are wrong.”
* Begin in a friendly way.
* Try honestly to see things from the other person’s point of view.

**Importance of Personality Development**

**Discuss briefly the importance of Personality Development**

**व्यक्तित्व विकास के महत्व पर संक्षेप में चर्चा करें।**

Personality development is gaining more and more importance because:

* It enables people to create a good impression about themselves on others.
* It helps them to build and develop relationships, helps in their career growth.
* Some people have particularly charismatic persona, while others are strong listeners and advice-givers.
* It is important to have the ability to build on and develop strengths, while at the same time acknowledging and working to improve on the weak points in your personality.
* After all, personality development is a tool that helps you realise your capabilities and your strengths making you a stronger, a happier and a successful person.

**Q. Why Personality Development is important at individual life?**

**व्यक्तित्व विकास व्यक्तिगत जीवन में क्यों महत्वपूर्ण है?**

* Ensure excellence in one’s chosen field
* Contribute to individual and national development.
* Increase your chances for success in any undertakings
* To groom and polish your character.
* To boost self confidence and enhance self worth
* A very important thing you need to remember is that your personality, regardless of what it is now, can develop and evolve.
* Your personality will help you build strong personal relationships.
* Your personality will dictate success in your career.
* Personality development helps you improve.
* It helps you create a unique identity among thousands.
* Personality development grooms an individual and helps him make a mark of his/her own. Individuals need to have a style of their own for others to follow them.
* Do not blind copy others. You need to set an example for people around.
* Personality development not only makes you look good and presentable but also helps you face the world with a smile.
* Personality development goes a long way in reducing stress and conflicts. It encourages individuals to look at the brighter sides of life.
* Face even the worst situations with a smile. Trust me, flashing your trillion dollar smile will not only melt half of your problems but also evaporate your stress and worries. There is no point cribbing over minor issues and problems.
* Personality development helps you develop a positive attitude in life. An individual with a negative attitude finds a problem in every situation. Rather than cribbing and criticizing people around, analyze the whole situation and try to find an appropriate solution for the same. Remember, if there is a problem, there has to be a solution as well.
* Never lose your cool. It would make the situation worse. It is essential for individuals to behave well with people around.
* Being polite with others will not make you popular among other people but also earn you respect and pride. You can’t demand respect by being rude with people around.
* Personality development plays an important role in developing not only your outer but also inner self.
* One needs people around. An individual needs to have that magnetic power which attracts people towards him. You need to have that charisma of yours.
* Personality development helps you gain recognition and acceptance from the society as well as people around.
* Personality development plays an essential role not only in an individual’s professional but also personal lives. It makes an individual disciplined , punctual and an asset for his/her organization. An in-disciplined individuals finds it difficult to survive in the long run.
* Personality development teaches you to respect not only your boss and fellow workers but also family members, friends, neighbours, relatives and so on.
* Never make fun of anyone at the workplace. Avoid criticizing and making fun of your fellow workers.
* One should never carry his/her attitude or personal grudges to work. Office is not a place where you can be rude to others just because you had a fight with your friend last night. Personality development sessions helps you differentiate between your personal as well as professional life.
* It is really essential to keep a balance between both the lives to lead a peaceful and stress free life.
* Personality development helps an individual to inculcate positive qualities like punctuality, flexible attitude, willingness to learn, friendly nature, eagerness to help others and so on.
* Never hesitate to share information with others. Always reach office on time. Some people have a tendency to work till late. Late sittings not only increase your stress levels but also spoil your personal life.
* Sitting till late at the office indicates that an individual is extremely poor in time management skills.
* Personality development helps you develop an impressive personality and makes you stand apart from the rest.
* Personality development also plays an essential role in improving one’s communication skills. Individuals ought to master the art of expressing their thoughts and feelings in the most desired way. Personality development makes you a confident individual who is appreciated and respected wherever he goes.

**Elements of Personality Development**

Q**. Discuss the different elements of Personality Development.**

Q. व्यक्तित्व विकास के विभिन्न तत्वों पर चर्चा करें।

The following elements are crucial to the development of personality:

• **Self-awareness;**

**• Goal setting;**

**• Creativity;**

**• Innovation;**

**• Human Values.**

1. **Self-Awareness**

It includes recognition of ‘self ’ – your character, your strengths and weaknesses, desires, likes and dislikes. Developing self-awareness can help you recognize when you are stressed or feel under pressure. It is often a pre-requisite to effective communication and interpersonal relations, as well as for developing empathy with others. You need to think of these aspects:

Self-concept:

• Attitude: to life, people, and work.

• Beliefs: political, moral.

• Values: moral, social, political, economic, community.

Self-image: It is important to realise how you look at yourself. You need to know how others would view your image, and that is why you need to nurture it. In order to nurture your self-image you need to know how many ‘selves’ you have, and how you look after each.

They are:

* Material self:

- Your body: You have only one body so take care of it.

- Your possessions: You need to be concerned for keeping all the things in immaculate condition, e.g. car, bike, music system, air-conditioner, books, and any other things you own.

- Your home: This is where you and members of your family live and interact with each other. So you need to ensure a supportive and congenial environment.

* Social self:

- Interaction with others: Interaction with other people – family, friends, bosses, co-workers, neighbours – needs to be unbroken and effective.

- Relationships with people: A clear demarcation needs to be made with

regard to your relationships at the social as well as the professional level. These relationships need to be nurtured over a period of time and sustained.

* Spiritual self: You need to be clear in your spiritual beliefs and your relationship with forces in the universe. You need to have the courage of conviction to stand by your beliefs and values.

In order to be clear in your perceptions you need to ask yourself:

* Who am I? What are my strengths and weaknesses? What are my priorities? How do I see myself? How do others see me?
* Who do I want to be? What are my short-term goals? What are my long-term goals? (In personal as well as professional life)
* How do I go about it? What steps do I need to take in order to achieve my goals? What resources are available to me? What more resources can I avail?

To understand all this, it would be beneficial if you do your SWOT Analysis.

SWOT ANALYSIS

SWOT is the acronym for ‘Strengths, Weaknesses, Opportunities and Threats.’ It is in effect a distillation of all the steps and considerations that should be taken to know about your own self and take appropriate measures.

2. **Goal setting-** Many strong personalities are shaped and moulded by big visions and goals that they have. Determine what it is you want to accomplish most – whether it is to become a successful architect, a scientist, or a management professional. Setting goals is a major step on the road to developing an engaging and fascinating personality.

3. **Creativity- It means to:**

* Perceive the world in new ways;
* Find hidden pattern in things, situations and behaviours;
* Make connections with unrelated phenomena; and
* Generate solutions and act on them.

4. **Innovation-** It is an extension of one’s creativity, and means implementation of a new or improved:

* Product;
* Service; or
* Process.

Moreover, any innovation should be able to create value in order to be acceptable.-

5. **Human Values-** Values play a crucial role in our life. They are the driving force to develop the personality of an individual. Values determine what we should do and how we should do. The choice between two things (ideas, beliefs, actions) depends upon the relative value of things. This choice keeps changing according to one’s interest and contemporary circumstances.

According to Dorothy Lee (1959), “We can speak about human values, but we cannot know it directly. We infer value through its expression in behaviour.”

This phenomenon depends upon one’s expression out of which may emerge certain general guides to behaviour. These guides tend to give direction to life and may be called values which in turn play a pivotal role in shaping up our overall personality.

**Unit 3**

**Introduction of Communication Skills**

**Q. Give an introductory view of Communication Skills.**

Q. संचार कौशल का परिचयात्मक दृष्टिकोण दें।

All of us use communication skills when we use them at home with our family members, at school or college with our classmates and teachers, in the workplace with our bosses and colleagues, on our computers when we answer emails, and on the telephone when we order pizza. In fact, communication is the lifeblood of social as well business world.

Communication is the process by which we give, receive or exchange information with others. Communication means interacting with others:

* To promote understanding;
* To achieve a result of some kind;
* To pass information to another person so that they can take action.

It can involve speaking, listening or writing. This information does not necessarily need to be hard facts. Sometimes just a shrug of the shoulder can act as our means of communication.

Employers surveyed in 2007 by the National Association of Colleges and Employers rated communication skills(verbal and written) as very-to-extremely important for job candidates. Communication involves at least two people: the sender and the receiver. The word communication is derives from the Latin communis, meaning ‘common’,’shared’. It belongs to the family of words that includes communion, communism and community. Until we have shared information with another person, we haven’t communicated it. They have to see the information the same way we do. Communication is the process of creating shared understanding. Today, meetings are a common method for making decisions. For good communication

* Understand the purpose of a communication(1st Objectives).
* Analyzing the audience.
* Communicating with words as well as with body language.

**Process of Communication**

**Q. Describe in detail the process of Communication.**

Q. संचार की प्रक्रिया का विस्तार से वर्णन कीजिए।

**Process of Communication-** The communication process involves the sender who transmits a message through a selected channel to the receiver.

**The Channel-** Information is transmitted over a channel that links the sender with the receiver. The channel may be a computer, a telephone, a television, or face-to –face conversation. At times, two or more channels are used. The proper selection of channel is vital for effective communication.

Not only must information or instructions or ideas be passed from one party to another, but the ‘receiving’ party must also understand exactly what the sending or transmitting party had in mind. If one party does not clearly understand the meaning of a message- or misunderstands or misinterprets its meaning – errors and mistakes, disagreements and disputes, and even accidents, can occur.

Figure below depicts this concept.

**Decoding**

**Receiver**

**Feedback**

**Channel**

**Encoding**

**Message**

**Sender**

Communication process model

1. **Context**- Context is the environment in which communication takes place and includes the organization, culture, and community. Additionally, external stimuli, such as meetings, casual conversations, emails, memos, etc. and internal stimuli such as opinions and emotions, influence the context. Only when one considers all the aspects of context can one communicate effectively.
2. **Sender/Encoder**- The sender uses a combination of words, symbols, graphs and pictures to communicate. The speaker is the encoder in oral communication, and the writer is the encoder in written communication.
3. **Message**- The information exchanged between the sender and receiver creates a message, either intentional or unintentional. The sender of the message must consider the context in order for the message to be understandable. Additionally, the message must contain clear language, with any necessary definitions, examples, or graphics to insure comprehension.
4. **Channel**- The medium- the channel through which the message is sent- may be electronic, sound, or print. The choice of a medium is influenced by:

* The relationship between the sender and the receiver
* The nature of the message.

Use an oral medium when your message is urgent, personal or when immediate feedback is

desired. Use a written medium when is technical, formal, or needs to be documented.

1. **Receiver/Decoder**- The listener or reader of communication interprets the message. The receiver is influenced by context, as well as external and internal stimuli. If the receiver has biased opinions, or misconceptions, the message may not be received correctly. Attitude and personality also influence the receiver.
2. **Feedback**- Feedback is the response of the receiver- their reaction to the communication. Silence can be a form of feedback, or the receiver may respond orally or in writing. Feedback is used to confirm the message was understood and that any required action was taken.

All the components must work together effectively for the communication process to be complete and convey the intended message.

**Key elements of Communication**

**Q. Discuss in detail the important key elements of Communication.**

Q. संचार के महत्वपूर्ण प्रमुख तत्वों पर विस्तार से चर्चा करें।

Communication may be referred to as the process of human beings responding to the symbolic behavior of other persons. To understand the process we first need to talk about the following elements of communication.

* Sender and Receiver
* Message encoding and Message decoding
* Filters and Barriers
* Psychological noise and Physiological Noise
* Communication Channels
* Feedback
* Communication Environment or context

1. **Sender**- The person or persons responsible for creating a message to be sent is typically understood as a sender in a communication process.

Example: A politician giving a speech, a parent lecturing a child.

**Receiver**- The person or persons who are receiving the created messages are referred to as

receivers in a communication process.

Example: An audience receives the politician’s speech, The child is the recipient of the

parents lecture.

1. **Communication channel**: The medium through which a sender or a receiver uses to send his or her message is termed as communication channel.

Channels may be verbal or non-verbal or of any other form of language.

Example: Speech is a channel.

Writing is a channel.

Non-verbal gestures are channels.

Voice tones are channels.

1. **Encoding**-When a sender attempts to replicate his or her internal thoughts or feelings into some kind of external message or medium for the sake of transmitting those thoughts or feelings to another person or persons then the whole process can be called as encoding.

Example:

One good thing about courses in Human communication studies often contain public speaking component, in addition to writing component.

English, History, Sociology, Psychology… only writing, no speaking.

But remember what text said about what employers are looking for:

Only 90 percent of the personnel officials at five hundred US Businesses stated that oral communication skills play a bigger role in career achievement than technical competence, experience, or academic background.

Of course, technical skill, experience, education important, but if you can’t communicate your knowledge, ideas, arguments to others…

Technical skill and experience aren’t worth much.

Many college courses teach written encoding skills… But this course focuses primarily on oral encoding skills…

Which are at least equally if not more important than writing skills.

And I’m not just talking about public speaking.

I’m talking about bettering your encoding skills in personal settings, romantic settings, intercultural settings, business settings, group settings…

…So public speaking is very small portion of this class.

1. **Message Decoding**-Message decoding occurs when the receiver attempts to ascertain the meaning of the sender’s message.

And figuring out what other people “mean” isn’t easy.

I’m sure all of us had times when we’ve had others become frustrated with us because we didn’t understand what they meant…

I’m sure we’ve all become frustrated with other people when they didn’t understand what we meant

1. **Noise**- Any force that interferes with effective communication is called as noise. Three types: External noise, physiological noise, psychological noise.

**External noise**: External noise refers to any physical phenomenon that might impair a receiver’s ability to decode a message.

Ex. Gym, Elevator Music Blaring…

Bodybuilders gruntling…

She was paying attention, just couldn’t hear my name… that why call me “Phil,” not”Paul.”

**Physiological Noise**- Involves biological factors in the receiver or sender that interfere with accurate reception.

Ex- Seinfeld: George’s “I love you”

**Psychological Noise**- Involves mental forces within a receiver or sender that might inhibit his or her ability to either encode or decode a message correctly.

Ex. If a receiver suffers from low-self esteem, might interpret a sincere compliment as sarcastic or condescending even though it was n’t.

1. **Environment**- Fields of experience or cultural backgrounds that influence the way communicators encode and decode messages.
2. **Filters and Barriers in Communication**- Filtering is the deliberate manipulation of information to make it appear more favourable to the receiver. Most of us filter our communication with others simply in presenting the message in ways we believe the receiver will best understand.

There are many barriers in communication. Language can be a barrier. If the receiver does not understand the language of the sender, it is a barrier. In electronic communications, such as radio or television, static or a weak signal can be a barrier. A bad receiver antenna can be a barrier as well. Emotions can cause people to not be receptive to the words of another person, even if the words are understood. That is a barrier. In short, anything that interferes with a signal sent to a receiver is a barrier to communication.

1. **Feedback**- To communicate is to pass on a message, be it verbally or otherwise, in order to obtain a certain desired response or reaction(the desired respond can be happiness, anger, cooperation, understanding or whatever you tried to get). Your feedback can be verbally or any other kinds of reaction. Without it you would not know whether you have accomplished what you wanted to achieve with the signal you sent out.

**Characteristics of Effective Communication**

**Q. What are the different characteristics of effective communication?**

Q. प्रभावी संचार की विभिन्न विशेषताएँ क्या हैं?

* **Clear**: Communication should be clear and self-explanatory about why it has been transmitted.
* **Complete**: The information given should be complete and should not have any scope for questions.
* **Correct**: The information provided should be correct and based on facts. Facts should be given rather than impressions.
* **Save reader’s time**: Written communication should be such that the reader saves time in understanding the message.
* **Create goodwill**: The pleasant, correct and clear message will result in creating goodwill for the sender of the message.
* **Clarify and condense information**: Business messages should frequently use tables, photos or diagrams to clarify or condense information, to explain a process, or to emphasize important information.
* **Confident Body Language**- Look others in the eye, call others by their name, generally smile or have a nonthreatening look on their face, have good posture and an open stance. They appear at ease and are ready to talk to anyone. This comes across just by looking at them.
* **Avoid Sarcasm**- They know that it makes others feel disrespected, not to mention they appear insecure and defensive. Sarcasm tells others you can’t tolerate them or the conversation. While you may feel it diffuses uncomfortable feelings, in reality it makes others frustrated, often wanting to avoid future interactions.
* **Keep Cool**- No matter how heated the situation, they are able to stick to the facts and express their feelings with words rather than behaviors. No yelling, door slamming, threatening, or emotionally unregulated outbursts. They compartmentalize in hopes that they can be heard.
* **Listen and Validate**- They let the other person know they are being heard, giving them the same respect they hope to receive. Validation doesn’t mean you have to agree with the person, rather you are attempting to understand where they are coming from.
* **State Price Responsibilities**- Business messages are directed to specific audience. Therefore, you must clearly state what is expected of, or what you can do for, that particular audience.
* **Persuade and recommend**- Business messages are frequently given to customers, clients, management or subordinates to accept the suggestions and recommendations given.

**Tools of Communication**

**Q. Discuss in detail the basic important tools of Communication.**

Q. संचार के बुनियादी महत्वपूर्ण साधनों पर विस्तार से चर्चा करें।

There are four basic tools of communication:

* Listening
* Speaking
* Reading
* Writing

All four of these skills can be learned and improved. First, you must want to improve your communication skills. Next, you must understand them, and recognize their importance in the communication process. Then, you need to learn some new skills. Finally, you must practice good skills to become a better, more effective communicator.

At an early age we begin to learn to speak, early enough that it is difficult to remember the process. However, most of us can recall learning to read and write. These are skills we learn from parents and teachers. We spend most of our communication time listening. Yet, listening is a skill we are not taught, unlike writing, reading and speaking. Probably listening is the most important communication skill we can develop.

1. Listening Skills-

Most people are born with good hearing, but not good listening skills. Listening is a mental

process requiring effort, and we can learn how to be good listeners. There are some simple

steps to becoming a better listener, but they take practice to achieve results.

Here are some ways to listen better whether in a large group or one-to-one:

* Give your full attention.
* Do not assume what the other person is going to say.
* Do not waste listening time formulating what your reply is going to be.
* Show by eye contact and an interested expression that you are paying attention.
* Make notes if appropriate.
* Be patient for the entire message.
* Be aware of speech cues (who, what, where, when, why, how).
* Listen for ideas, not just facts. (Stories, reasons, goals help us remember facts.)
* Verify: “So you’re saying that…”
* Question: “What do you mean when you say…?”
* Acknowledge: Look at the speaker and nod.
* Silence: This allows you to give your undivided attention to the other person. This method is especially useful when people come to you with strong feelings-either positive or negative. Their first need is simply to share the feelings and to have someone listen.
* Encourage: “Tell me more .” “ Would you like to talk about it?”

1. Speaking Skills-

Before speaking it is necessary for the speaker to know what to say and how to say it. Both

the content and manner are important. A wrong word here and there and/or an unpleasant

tone could cause irreparable damage.

You should also know your audience – their level of knowledge, age-group, interest level,

goals, hierarchy etc. This will enable you to reach out to them irrespective of the fact

whether you are speaking to a single individual, a small group of people, or even a large

audience.

Another approach is to ask questions in order to be able to respond in an effective manner.

These could be posed in the following manner:

* Close-ended questions: They are designed to clarify and can be answered with a ‘Yes’ or ‘No’ response.

- “Did you complete the assignment?”

- “Do you require a little more time to do it?”

* Open-ended questions: They are designed to get more information, and cannot be answered with a simple ‘Yes’ or ‘No’.

- “How will you explain the law of Demand and Supply?”

- “How can we assure you of our commitment to the project?”

* One-point solution: This technique:

- Identifies an urgent concern;

- Focuses on one issue at a time;

- Forces a choice; and

- Leads to a specific solution:

 “What is the one thing that will make you agree to this proposal?”

 “What is the best strategy to increase sales?”

* ‘Loaded question’: You must avoid asking a ‘loaded’ question – which means that the person asking the question ‘loads’ the expected answer into the question (or forces the other person to accept what they had no intention of doing).
* “When did you stop quarreling with your wife?”

(It assumes that you quarrel with your wife!)

* “Don’t you agree we should consult the General Manager before we decide on this matter?”

(Obviously the other person cannot disagree!)

1. **Reading Skills**-

Reading is a cognitive process of decoding symbols to derive meaning from text(as in reading a book or reading music). The required skills in reading are the skills related to eye movement, abilities related to visual discrimination, association skills, interpretation abilities. Reading is fundamental to function in today’s society. It is important because it develop the mind, imagination, the creative side of people and developing a self good image.

1. **Writing Skills**- Writing skills are an important part of communication. Good writing skills allow you to communicate your message with clarity and ease. The communication takes place to a far larger audience than through face-to-face or telephone conversations. The first step to writing is choosing the appropriate format. The format as well as the audience, defines the writing voice i.e.. , how formal or relaxed the tone should be. With everything one writes, the readers/recipients, should be able to define tone as well as aspects of the content.

**Barriers to Communication**

**Q. What are different barriers of communication? What steps can be taken to overcome these barriers?**

The different barriers of communication are as follows:

* Semantic Barriers- All communications are symbolic, that is, these use symbols(words, pictures, actions etc) that suggest certain meanings. Following types of Semantic barriers are more prominent:
* Symbols with different meanings- Communication symbols usually have a variety of meanings, and we have to choose one meaning from many. In verbal communication, a particular word may have a variety of meanings. Non-verbal symbols may also convey different meanings to different persons. In such a situation, often there is a possibility that the receiver of the symbols may attach quite different meaning as compared to intended by the sender and communication breaks down.
* Badly Expressed Message- Lack of clarity and precision in a message makes it badly expressed. Poorly chosen and empty words, careless omission, lack of coherence, bad organization of ideas, inadequate vocabulary, jargons, failure to clarify implications are some common faults found in this case.
* Faulty translations-Every manager receives various types of communication from superiors, peers, subordinates and he must translate information destined for subordinates, peers and superiors into language suitable to each. Hence the message has to be put into words appropriate to the framework in which the receiver operates, or it must be accompanied by an interpretation which will be understood by the receiver. Approximately understanding of words and the consequent faulty translations lead to impaired efficiency and heavy costs.
* Unclarified Assumptions-There are certain uncommunicated assumptions which underlie practically all meanings. Though a message appears to be specific, its underlying assumptions may not be clear to the receiver.
* **Emotional or Psychological Barriers-** Emotional or Psychological factors are the prime barriers in interpersonal communication. The meaning ascribed to a message depends upon the emotional or psychological status of both the parties involved. In communication, apart from this message, that is what one gets out of a message when decoding. Meta-message is the most pungent thing in a sweet word language. In getting a meta message, the emotions of the receiver play a vital role and he may not be at a wavelength as that of the communicator. Keith Davis opines that these “exist in the people’s minds or because of their actions such as being hard to contact or difficult to understand. These ‘half-way’ communication gets ‘half-way’ results. Some emotional barriers are:
* **Inattention-** The preoccupied mind of a receiver and the resultant non-listening is one of the major chronic psychological barriers. It is a common phenomenon that people simply fail to react to bulletins, notices, minutes and reports.
* **Loss by Transmission and Poor Retention-**When communication passes through various levels in the organization, successive transmissions of the same message are decreasingly accurate.
* **Undue Reliance on the Written Word-**Written word is no substitute for sound face-to face relationships and employees cannot be persuaded to accept companies viewpoints and policies through ‘slick’, easy-to-read, well illustrated publications, unless there is a fair degree of mutual trust and confidence between the organization and its employees.
* **Distrust of Communicator-**It arises out of ill-considered judgements, illogical decisions, or frequent countermanding of the original communication by the communicator.
* **Failure to Communicate-** It is quite an accepted fact that managers often fail to transmit the needed messages. This might be because of laziness on the part of the communicator or assuming that “everybody knows,” or deliberately to embarrass.
* **Organisational Barriers-** An organization being a deliberate creation for the attainment of certain specified objectives, day-to-day happenings within it require being regulated in such a manner that they contribute to attain these objectives in the most efficient manner. As such major organizational barriers may be as follows:
* **Organisational Policy-** The general organizational policy regarding communication acts as an overall guideline to everyone in the organization regarding how he is normally expected to behave in this matter.
* **Organisational Rules and Regulations-** Organisational rules and regulations affect the flow of communication by prescribing the subject-matters to be communicated and also the channel through which these are to be communicated.
* **Status Relationships-** The placing of people in superior/subordinate capacity in the formal organization structure also blocks the flow of communication and more particularly in upward direction. Greater the difference between hierarchical positions in terms of their status, greater would be the possibility of communication breakdown.
* **Complexity in Organisation structure-**In organization where there are number of managerial levels, communication gets delayed, chances of communication getting distorted are more the number of filtering points is more.
* **Organisational Facilities-** Organisational facilities provided for smooth, adequate, clear and timely flow of communication may take a number of forms.
* **Personal Barriers-** When the organizational factors discussed above are, no doubt, important influences operating on communication, a host of factors internal to the two parties- sender and receiver- to this process also exert important influences on its operation, as communication is basically an interpersonal process. Here, for the sake of convenience in the analysis, these barriers have been analysed separately and these are relevant in the case of downward and upward communication.
* **Barriers in Superiors-** Attitude of Superiors, Fear of Challenge to opportunity, lack of confidence in Subordinates, Ignoring Communication, lack of time, lack of awareness.
* **Barriers in Subordinates-** Unwillingness to Communicate, lack of proper incentive.

**Overcoming Barriers**

**Q. What steps can be taken to overcome these barriers?**

In order to overcome barriers to effective communication and understand the true meaning of the message that comes through a particular communication, we need to filter the messages.

IDENTIFYING COMMUNICATION FILTERS

When you filter the coffee, grounds are left on the filter paper and only the liquid goes into the jug. A similar thing happens with communication. There are three types of filters which only allow a portion of the message to get through. As a result, we only receive part of the message and, often, only the part that we want to hear.

Attention filters: Physical distractions such as the following:

•Noise: other people talking, telephones ringing, traffic, music.

•Environment: too hot/cold, poor lighting.

•Interruptions: people, telephones.

•Timing: trying to talk to someone when they are about to go somewhere or are in the middle of a job.

Emotional filters: These are inherent in the speaker and probably unknown to the other person:

•Prejudice: dislike of the other person (pre-conceived notion), the way they are dressed, the message itself.

•Status: the other person is higher or lower in the organisation hierarchy, which can affect the way in which you speak and listen to them.

•Experience: If previous communication with a person has resulted in an unpleasant experience, you will be wary when approaching them next time, not willing to repeat the experience.

•Assumptions: assuming what the message will be and thus not listening properly.

•Values and beliefs: We all have our own codes regarding morals, religion, and politics and so on. If the message transgresses these standards, we are likely to switch off.

Word filters: Certain words and phrases can cause us to stop listening to the person who utters them:

•Criticism: Few of us like to be criticized: “That was the wrong way to tackle the problem!”

•Moralizing: “You shouldn’t have done that!”

•Ordering: “I want the report on my desk by Thursday afternoon without fail”.

•Threatening: “If you don’t do what I say, you will be in serious trouble”.

•Advising: “I suggest that you….” (People will only accept the advice that agrees with their solution. They will respond to advice with the phrase “Yes, but….”

•Logical argument: It is too difficult to argue with logic.

•Reassuring: “Never mind, everything will turn out all right in the end”.

•Diverting: “Yes all right, but as I was saying….”

•Jargon: Unless the listener understands the jargon (unfamiliar words and phrases), they will wonder what it means and will not be listening to the rest of the message.

REDUCING THE FILTERS

Even one filter can reduce the effect of or distort communication but in most instances, two or more are operating at the same time. Being aware that they exist is half the battle won in reducing the effect of filters.

It is not always possible to eliminate attention filters, but they can be reduced. If the proposed conversation will take more than a few minutes, find somewhere quiet to hold it and let it be known that you want no interruptions. It is simple enough to get your timing right. If someone approaches you at an inconvenient time, politely tell them so and arrange to meet later.

You can do little about other people’s emotions, but try to put your own on hold when talking and listening to others. If you sense emotional filters becoming barriers, keep your conversation brief and to the point.

Take care over the words and phrases that you use. How would you respond as the listener? If you are on the receiving end, question the speaker, and ask him/her to justify their comments.

**Unit 5**

**Q. Give an introductory view of Presentation Skills. Discuss in detail the process of Presentation Skills and give its examples of Presentation Language.**

Q. प्रस्तुति कौशल का परिचयात्मक दृश्य दें। प्रेजेंटेशन स्किल्स की प्रक्रिया पर विस्तार से चर्चा करें और प्रेजेंटेशन लैंग्वेज के अपने उदाहरण दें।

**Introduction of Presentation Skills**

**Q. Give an introductory view of Presentation Skills**

Presentation is a method of communicating your ideas and thoughts on a given topic. Doing an academic or business presentation can be a difficult task – particularly when you are doing it for the first time – but once you practice, it will come easily to you. Presentations can be very effective in making your point clear. It may be just an internal presentation – perhaps to your colleagues/classmates, or to your boss or it may be a marketing or technical presentation. Perhaps it may be to a large group.

Q. प्रेजेंटेशन स्किल्स की प्रक्रिया पर विस्तार से चर्चा करें।

**Process of Presentation Skills**

You must organise yourself well before you can even think of making a presentation.

STEP-1: PLAN YOUR PRESENTATION

When you decide to make a presentation, take care of the following:

* Subject: You must be thoroughly conversant with the subject of your presentation.
* Collect information: Collect all the information required – from your knowledge and experience, colleagues/classmates, books and journals, Internet etc.
* Size and type of audience: You must know in advance who your audience is going to be. You should analyse audience needs beforehand. Answers to these questions will enable you to plan accordingly:

- Are they your co-workers/classmates?

- Or people you don’t know?

- What is their level of knowledge of the subject?

- How many people will be present?

* Aids to be used: Decide what aids you will use:

- PowerPoint?

- White board and marker?

- Flipchart?

- Just speak?

However, these days almost all presentations are made with the aid of PowerPoint.

STEP-2: PREPARE YOUR PRESENTATION

* Write the script in points:

- Introduction

- Main body – points you want to discuss

* Prepare notes on small index card for you to use when making a presentation (if you are not using PowerPoint).
* Prepare PowerPoint presentation. Do not write paragraphs. Write points only, and click point by point instead of the whole slide. This will help the audience to concentrate on the point you are talking about.

STEP-3: PRACTICE YOUR PRESENTATION

* Practice either by yourself or in front of a small audience. You can do so in front of a mirror also if nobody is available.
* Check your timing. Quite often you may have to keep to time limit. Hence it is better to check whether you conform to it – neither less nor more.

STEP-4: MAKE YOUR PRESENTATION

* Get rid of stage fear.
* Be confident.
* Talk normally.
* Preferably start with a simple and appropriate ice-breaker. Maintain proper and regular eye contact with the audience.
* Look at the points only. Then speak from memory.
* Always stand while making a presentation. Sitting presentations lose their effectiveness as the invisible thread of eye contact with the audience is lost.
* Correct body language is important. Use hand movements and gestures to emphasize your points.
* Make your presentation interactive. You may elicit information from the participants instead of giving out all of it yourself.
* You may break the monotony with a small game relevant to the subject of your presentation (depending on the length of your presentation).
* At the end, ask if there are any questions. Answer them with confidence.
* Provide your contact details (someone may want to contact you for clarifications).
* Thank the audience for their patience and participation.

###### Examples of Presentation language

###### प्रेजेंटेशन लैंग्वेज के अपने उदाहरण दें।

|  |  |
| --- | --- |
| **Function** | **Language** |
| Greeting the audience | Good morning (afternoon / evening), Ladies and Gentlemen / Friends / Girls and Boys |
| Introducing the topic | I would like to begin with… |
| Sequencing | First, Second… |
| Moving on to the next point | Next |
| Checking understanding | Am I clear? |
| Summarizing | In summary / Finally / To conclude / To sum up |
| Finishing | Thank you very much |

Factors affecting Presentation

प्रस्तुति को प्रभावित करने वाले कारक

Following factors affect the effectiveness of the presentation:

1) Audience Analysis: If the speaker has analyzed the audience in a proper way before presentation, his presentation will be more effective. On the other hand, poor or improper audience analysis leads to ineffective presentation. The style of the presentation is largely dependent upon the type and size of the audience. If audi-ence is large, presentation should be more formal whereas informal presentation can work in small audience.

2) Communication Environment: Communication environment affects the effectiveness of the presentations. Much of the audience notices the physical things surrounding the speaker, the stage, lighting arrangement, background, etc. Proper arrangement of these things can enhance the impact of the presentation. If there is noise in the surrounding environment, it detracts the audience from listening and consequently leaves unhealthy messages.

3) Personal Appearance: Personal appearance of the speaker has great impact on the audience. Well dressed up person can deliver good presentation. Therefore, the speaker should wear neat and clean clothes and take time to check his appearance just before starting presentation.

4) Use of Visuals: Visuals can enhance the professional image of the presentation. Different research studies demonstrate that presenters using latest visual techniques are perceived as better prepared, more persuasive, more credible and more interesting than speakers who do not use visuals. But visuals work only if the technology on which they depend works well. Therefore, presenter should check the equipment in advance before presenting.

5) Opening and Closing of Presentation: The beginning and closing of a presentation are the positions of emphasis. Those presenters who can open the presentation with interesting remarks which are likely to create more interest and enthusiasm for listening the presentation. On the other hand, presenters with poor opening are likely to leave the audience bored. Similarly, the ending of the presentation has profound impact on the audience. Endings, with vivid and positive pictures are more likely to have profound impact on the audience.

6) Organization of Presentation: Clarity in presentation is essential that comes with proper organization of the information. Organizing the information in a proper manner can make the message more understandable, keep the audience happy and boost the image of the speaker. Proper organization of presentation enhances the effectiveness of the presentation. On the other hand, improper organization of the presentation will not influence the audience. Improper organization of presentation is reflected as follows:

i) Taking a long time to get to the point.

ii) Inclusion of irrelevant material.

iii) Leaving out necessary information.

iv) Mixing up of ideas.

To overcome these problems, presentation can be organized in one of the five standard patterns:

i) Chronological: It starts with past, moves to the present and ends by looking ahead.

ii) Problem-Causes-Solution: It explains the symptoms of the problem, identifies its causes and suggests the remedial measures.

iii) Excluding Alternatives: It shows the symptoms of the problem, suggests possible solutions, explains the reasons why these don't work and ends the discussion with a solution that will work.

iv) Pros-Cons: It explains the advantages and disadvantages of problem(s).

v) 1-2-3: It discusses three aspects of a topic: introduction, body and conclusion.

7) Language and Words: The quality of presentation is affected by the language and words. To make the audience understand the message, the speaker has to talk in the language known to the audience. To enhance the impact of presentation, he should choose the catchy words that appeal to the heart and emotions of the audience. If the language spoken by presentator is different from audience's language, and words used are stereotyped, it is likely to have least impact on the audience.

8) Quality of Voice: Quality of voice of the presenter affects the effectiveness of the presentation. Voice modu-lation is likely to have greater impact upon the audience whereas monotonous voice will bore the audience.

9) Body Language: The effectiveness of the presentation is also affected by the body language of the speaker. A speaker having eye contact with audience is likely to impress more than a speaker reading out the hand outs. A speaker who looked more at the audience is judged as better informed, more experienced, more honest and friendliest than a speaker who delivers the speech with less eye contact. With eye contact members of audience feel that speaker is talking to them.

Similarly, confidently moving speakers are likely to have more impact than nervous speakers. To calm one's nervousness, one should be well-prepared, take several deep breaths, relax one's muscles, pause and look at the audience and use body energy in strong gestures and movement.

10) Answering Questions: The effectiveness of presentation is also affected by presenter's skill in handling questions asked at the end of presentation. A speaker who answers the audience's questions and handles hostile questions with tact is likely to influence the audience more. On the other hand, a speaker who answers rudely will leave negative impact upon the audience.