

THE PROCESS OF COMMUNICATION

Man has been using language as a tool of communication to interact with the environment in which he lives and to regulate his social behaviour. Though there are a number of means of communication, language is the most widely used means. Man transmits meaning through a sophisticated system of symbols.

These days language acts as a repository of wisdom, a propeller for the advancement of knowledge and a telescope to view the vision of the future. Ever since the dawn of civilization, man has been exploiting the flexibility and dynamism of language for the conduct of his affairs.

1.1 LINGUISTIC COMMUNICATION

The word 'communication' is derived from the Latin term 'communicate' or 'communico' both of which mean—to 'share'. But communication is not merely a transmission of meaning from one agent to another through sounds or symbols. It establishes the fact that there is a system of language commonly owned, perceived and recognized for communication by the members of a community. It enables them to acquire, exchange, store, retrieve and process information. Communication is, therefore, essentially a social affair. What is essential, for communication to occur, is the participation and cooperation between two agents, both active or one active another passive, one at the sending end and the other at the receiving end.

Communication is a network of interactions and, naturally, in the process and in the course the sender and the receiver keep on changing their roles.

Communication, therefore, is a deployment of codes consisting of arbitrarily evolved symbols determining the appropriateness of their use pertaining to situations, leading to the emergence of diverse communication patterns. Some of these are tangible and some intangible. Communication,

therefore, is neither a momentary event nor an instantaneous one. Rather, it is an intensification of a continuing and cumulative process that starts much before the actual event of communication, that takes off and continues, even after its actual occurrence. Communication, therefore, acquires a pertinent perspective from its relationship with the past and from its impact on the future.
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1.2 COMMUNICATION ENVIRONMENT

It can be observed that the entire event of communication occurs within a common frame of reference called the "communication environment". The point of origin of a message may not be the actual one as presumed. The process of encoding starts at different levels of consciousness and the sender becomes the agent for transmitting it to the receiver. The receipt of the message through decoding also exercises an impact on the actual communication and its environment. The observance of the result of the communication by the sender is called the feedback. The message sent may not be the same as message received, as for this, a number of factors are responsible. It is also to be noted that messages do not necessarily produce the intended result. Thus, the success of communication is measured in terms not only of the effective transmission of the message but also of the achievement of the intended results. The choice of the channel at transmission is determined by various socio-physical factors.

As management is defined as the process of getting things done through the efforts of other people, communication needs to be very effective for the identified objectives. However, it should not just be considered an end in itself but also as a means to achieve these objectives. The most encouraging feature of any communication is that it can be learned and measured. Individuals who desire to improve their communicative ability do so by paying proper attention to the task assigned to them.

1.3 COMMUNICATION PROCESS

Communication, therefore, is a complex concept. It does not end with the mere transmission of a message or an information or ideas by the sender, or the understanding of or feeling of the receiver but with the receiver's striking the right string for the intended result. Effective communication is fundamental to success in every organization. A systematic plan must therefore be implemented pertaining to various actions involving communication by coordinating all compartments for achieving a particular objective in cohesive and effective management.

The individuals, who have to accomplish a task of effective management at different levels and stages, have to initiate and undertake the right kind of communication at the appropriate time. It is the right and just communication that stimulates the members of a firm to implement the organizational plans willingly and enthusiastically. The process of communication is affected by the backgrounds, experiences, objectives and aspirations that both the sender

and receiver have in communication in any organization. Messages may be transmitted through various channels. A message can be communicated through oral channels, face to face conversation, telephone conversations, audio visual channel, like radio and television and written channels like books, articles and letters.

1.4 COMMUNICATION IN MANAGEMENT

There could even be a meaningful communication occurring without a word being spoken. Communication is vital to the performance of managerial jobs like interpersonal, informational and that of decision-making ones. In the complex environment of management today, the advance of technology has expedited and complicated communication too. Behavioural scientists have shown that work motivation is based on effective communication. Research has also proved the need for subordinates to be heard and understood by their supervisors and superiors. The globalization of the business environment too has complicated the communication process. The need for effective communication system has been seen as a prerogative for fulfilment of objectives of an organization. The responsibility to maintain a good communicating climate, therefore, should be the priority of an effective management. By maintaining open and effective line of communication inside and outside the organization, management can mould the environment for utilizing its potential fully. However, determining the spheres of communication is difficult for the sustenance of employee-cooperation. The manager must consider employee needs and must communicate to address their needs at all levels.

In an organization there are many communication channels. These channels can be formal or informal. Formal communication channels are the communication channels that are officially recognized by an organization. Instructions and information flow downward or upward along these channels; information is also passed through informal channels. Informal channels bypass formal channels in transmitting information in an organization.

1.5 CHANNELS OF COMMUNICATION

<i>Formal</i>		<i>Informal</i>
<i>Downward</i>	<i>Upward</i>	
<ul style="list-style-type: none"> • The command chain • Posters and bulletins • House journal • Pay inserts and direct mail • Handbooks and pamphlets • Annual reports • Address system 	<ul style="list-style-type: none"> • Open door policy ✓ • Suggestion systems ✓ • Questionnaires ✓ • The grievance procedures • Ombudsperson • Special meeting 	<ul style="list-style-type: none"> • Lateral communication • Diagonal communication • The grapevine

1.5.1 Formal Downward Channels

Many managers emphasize the significance of downward channels of communication. They stress on the need to convey the orders and viewpoints of the upper level management to subordinates, believing that the logic of the order will stimulate the desired action. However, to what extent subordinates will perceive the communicated information is equally important. Some of the common formal channels carrying the information downward are the chain of oral command, notices, posters, bulletins, bulletin boards, the house organ, letters and pay inserts, employee's handbooks, pamphlets, annual reports and address systems.

1.5.1.1 The Command Chain

Order and information can either be given personally or in writing and they go from one level to another through a chain of command which is the hierarchy, along which the authority flows from the top of the organization to the bottom. This channel is the most frequently used one and is presumed appropriate too. However, the most common way in which communication flows downward is through face-to-face interaction. Therefore, a subordinate, whether he/she is a manager or worker, should become a good listener. The junior person may usually ask questions to categorize the message. Written documents too are a major means of downward communication. Letters and memoranda should therefore be written with due consideration of their tenability. In the process there is a possibility of frequent incorrect interpretations. However, the lower and middle level managers should cooperate with subordinates to understand those that originate from the upper management. The command may require some translation in the language of subordinates.

Written communications are used usually for matters that are highly important either to the management or to the firm. Relatively permanent information such as policies, procedures and rules are to be communicated in writing. Also, managers should write those messages that they suspect might otherwise be misunderstood.

1.5.1.2 Posters and Bulletins

Information concerning the firm's employees is often communicated on posters and bulletin boards. Indeed, some workers may not be able to read them. Materials communicated, thus, remain long after their usefulness has passed.

1.5.1.3 House Journal

Many firms have their own newsletters or newspapers, often referred to as house journals. A great deal of information regarding the organization can be communicated through these newsletters. They often contain information about new products, about its policies. Their readership increases when some space is allocated to items of personal interest to employees.

Written
business
communication
dependable
or well-
founded

1.5.1.4 Pay Inserts and Direct Mail

When the top management wants to communicate matters of importance it can use direct mail intended for employees. Inserting a note with the paycheck may also encourage readership. Letters help stimulate interest of workers in company matters.

1.5.1.5 Hand Books and Pamphlets

To provide an introduction of the organization to the newcomers, handbooks and pamphlets are used during the hiring of workers and other staff or during orientation processes. Very often they remain unread, even when the company demands a signed statement that the employee is acquainted with their contents.

1.5.1.6 Annual Reports

Firms and organizations also bring out annual reports for stock holders, shareholders as well as for employees. These reports highlight information about new plants, new products and company finances.

1.5.1.7 Address Systems

An address system is used not only for paging but also to make announcements which are current. Such systems may also be misused.

1.5.2 Formal Upward Channels

The advocates of participative management lay stress on the upward channels of communication. These channels help not only in determining to some extent whether subordinates understand the information sent downward but also in satisfying the extent of their need. An upward flow of information is essential for the management to coordinate various activities of the organization. Among the channels for upward communication there are an open-door policy, suggestion systems, questionnaires, the grievance procedures and special meetings.

1.5.2.1 Open-door Policy

It is an established channel that allows workers to bypass immediate supervisors in regard to important matters without fear of reprisal. This communication channel reduces tension among subordinates and improves trust. It is important that employees are aware of the open-door policy and believe that the management is sincere in listening to them. It also involves the management talking directly with the workers.

The open-door policy has its disadvantages too. It creates a sense of insecurity among managers when they know that subordinates may lodge complaints directly to upper level managers. At times a supervisor first finds out about any problem that exists within when an upset upper level manager sends for him.

1.5.2.2 Suggestion Systems

Many firms have formal suggestion systems. They keep suggestion boxes, others encourage workers to fill in suggestion forms regularly. However, in this system every suggestion should receive sincere consideration. Employees should be promptly informed of the results of any decision whatsoever reached on each suggestion.

1.5.2.3 Questionnaires

Sometimes anonymous questionnaires are given to workers to fill in with a view to identify problem areas in the organization. When a large number of workers rate a firm low in a given area the management should deal with it immediately and find solutions thereof. Whatever the case, to earn and sustain the faith of its workers the firm must take immediate measures, otherwise the purpose of using questionnaires may be lost.

1.5.2.4 The Grievance Procedure

Some organizations also evolve a systematic process through which employees complain about matters affecting them. This procedure gives the subordinates an opportunity to settle their disputes within the organization. Most unions negotiate through formal grievance procedures.

1.5.2.5 Ombudsperson

In organizations where there is no union functioning there is a complaint person, an officer called an ombudsperson who has access to the top management, who hears employee complaints, investigates them and recommends appropriate actions. This form of grievance resolution channel resolves problems swiftly. In many cases they help employees find people who can solve their problems. Sometimes they also recommend specific actions to managers.

1.5.2.6 Special Meetings

For the employees, the management also schedules special meetings to discuss particular policies or procedures for obtaining feedback.

1.5.3 Informal Communication Channels

The formal organizational structure does not include informal channels of communication. If a manager has a problem caused by another department, the two managers involved may get together informally over coffee and resolve it. Informal communications may be either lateral or diagonal.

1.5.3.1 Lateral Communication

Communication by managers at the same organizational level is called lateral communication. This form of communication occurs because of established personal relationship and mutual trust among managers. The

development of the lateral communication channels often takes time to become effective, but they play an important role in improving the productivity of both the departments.

1.5.3.2 Diagonal Communication

Diagonal communications also bypass the formal chain of communication. In diagonal communication the exchange of information takes place between the people who are at higher and lower levels in an organization but they are not directly in the hierarchy of the formal chain of command. Again the establishment of this channel takes place on the development of trust. Care, therefore, must be taken in using diagonal communication because the use of this channel may offend the immediate supervisors.

Used effectively, the diagonal channels of communication may prove to be important channels of communication for managers.

1.5.3.3 The Grapevine

The grapevine is the informal communication system of an organization that exists within the organization but it may also extend beyond it. But it does not respect formal hierarchy of authority. As it reaches into every unit and level of an organization it transmits information more rapidly than the formal system does. However, most of it derives its information from the formal organization.

1.5.3.4 The Grapevine has Following Characteristics

1. It transmits information in every direction throughout the organization laterally and diagonally. The grapevine, thus, can even contact those organizational units that may have simply indirect formal relationships.
2. The grapevine, being unrestricted by formal policies and procedures, transmits information rapidly. In it the chain of command need not be followed. Once a message enters the grapevine, it moves almost instantaneously to any point in the organization.
3. The grapevine is selective with regard to the person who receives the information. Some people are tuned into it and others are not. There are certain people to whom even gossips do not talk. It may be so that some managers may not be even aware of the existence of the grapevine in their organization.
4. The grapevine extends beyond the formal hierarchy system of an organization. About the firm, considerable communication occurs off the job. Workers at a party might pass on or receive information about the firm. There can be hundreds or even thousands of connections.

Managers should not eliminate the grapevine, and thereby ignore it. Wise managers remain tuned into the grapevine. Not only will they obtain useful information but also replace incorrect messages with correct ones. The grapevine is an important channel of communication even for enlightened companies.

1.6 TECHNOLOGY IN BUSINESS COMMUNICATION

- The Early Years
- The Twentieth Century
- Evolution of Conventional Office
- The Electronic Development
- Electronic Innovation
- Electronic Typewriter
- Word Processor
- Personal Computers
 1. Miniaturization in Computer Development
 2. Advancement in Software Technology
 3. Desktop Publications
 4. Voice Activation

Over the years, to meet the communication needs business has used the best technology available. How this technology has developed and how it has been vital to business communication is reviewed below :

1.6.1 The Early Years

If we examine the business history, the communication technology in business has been rather primitive by current standards till the beginning of 19th century. Oral communication strictly remained confined to the face to face variety and written communication being limited to using paper, ink and quill, brush or pencil. Since 1800 some major technological changes started occurring which in consequence kept changing the business communication.

The invention of telegraph permitted almost instant communication among distant places that could be connected by wire. Then came the typewriter which brought about vast improvements in the quality and pace of written work. Although the printing press had been invented some 400 years earlier but it had hardly affected the day-to-day business communication. Finally, the telephone has transformed oral communication.

1.6.2 The Twentieth Century Scene

Since the beginning of 20th century developments in communication technology have accelerated further. Message duplication techniques progressed from handwritten copies to carbon copies to mass

duplication like mimeograph, to photocopy. Radio and television have also influenced communication quite substantially by bringing a number of electronic developments resulting in a change in the nature of business communication.

1.6.3 Evolution of the Conventional Office

The evolution of the conventional business office has occurred through the era of technological changes. This office became very conspicuous in the 60s and 70s. In this office an executive performs work duties assisted by a secretary, skilled in all phases of office operations from taking dictation to typing, filing appointment scheduling to screening telephone calls, greeting visitors and even to organizing incoming work.

In the conventional office, work generally follows a routine. The secretary processes the incoming work, screens it, organizes it and sends it on to the executive. The secretary types the executive's written versions of this work and then files copies for record and sends signals to their destinations.

In a sense the communicative work in the conventional office is more of paper processing type than of anything else.

The technological developments that produced the conventional office brought about substantive changes in the very nature of communication in business.

1.6.4 The Electronic Development

The advent^{arrival} of the computer has helped substantially in the direction of paperless communication. However, the computer was only a part of the total picture of electronic development which is very complex and virtually defies description. The field is advancing so rapidly that any description may seem outdated. *to challenge or refuse to obey*

1.6.4.1 Electronic Innovations

The computer is the first electronic innovation that had a major impact on business. The first computers were huge in shape and slow in pace. However, personal computers are 50 times faster.

In the 50s computers were used primarily for data processing, for accounting and financial tasks such as storing payroll information, issuing checks, controlling inventory, and keeping records of expenditures receipts and sale. They were hardly used in actual business communication. However, the electronic technology that produced them led to a revolution in business generally and business communication specifically. The electronic typewriter, the word processor, and the personal computer are three important developments in this revolution.

1.6.4.2 Electronic Typewriter

The electronic typewriter is a typewriter with a memory. It can display what was typed, before the material is finally printed on paper. The device corrects the errors before printing. Some electronic typewriters have large memories and can even display the entire letter. In addition, some of these typewriters automatically perform the functions of typewriting such as aligning rows of data, underscoring, centring and justifying right margins. Some even have the feature of checking spellings.

1.6.4.3 Word Processors

The advent of the monitor as a part of the computer was followed by the word processor. The word processor is an advanced electronic typewriter with a greater memory. It displays on the monitor a large segment of a message being formed. The operator can then review the message, format it, insert and delete parts of it and edit it before its final printing. Like the electronic typewriter, the word processor yields an error free message. In addition the word processor can also check spellings and grammar. It also stores messages internally on magnetic tapes or discs.

1.6.4.4 Personal Computers

The personal computer does all that a word processor can do and also processes the data. Personal computers are small enough to be placed on a desk, and some are of even briefcase size. Because of their versatility and rapidly declining costs the personal computers have become a major part of today's business communication.

(a) Miniaturization in Computer Development. Personal computers have been a logical outcome of a miniaturization in computer development that has occurred in the 60s and 70s. A major part of this miniaturization has been the development of the silicon memory chip. It has replaced miles of copper wiring used in older models and has eliminated the need for extensive soldering of circuits.

Especially significant is the fact that the miniaturization has been achieved with rapidly increasing memory capability and substantially decreasing cost. One of the early chips had been about the size of a postage stamp and had 1,024 separate memory cells. Over the year, the capacity of this size of chip has expanded to 4,096, 16,384 and 65,536. The expansion still continues.

(b) Advancement in Software Technology. Equally significant in the development of the personal computer has been the advancement in software technology. By software, we mean the advancement that direct a computer what to do. For personal computers the software consists of programmes on diskettes that enable users to do a wide

variety of operations, including word processing. Thus with the help of software one can use a personal computer without having the knowledge of programming required in earlier years. The result has been a procedure greatly simplified that makes the personal computer virtually usable by anybody.

(c) **Desktop Publication.** Of special interest to business and communicators is the development of desktop publications which has given the user virtually all the flexibility to print and produce publications at his or her desk. This development in technology has added a special significance in preparing business reports.

(d) **Voice Activation.** Another area of interest to business communication is that of voice activation of the computer. Voice activation refers to talking with computers having computers responding to the human voice. Data entry and computer command can be made with the help of voice. The human voice activates the computer to respond in the same ways just as a keyboard does. Voice commands are easier and quicker.

Voice activated computers have a great potential for business communication. The technology is specifically significant for accessing numerous databases from remote locations.

All developments in electronic technology have altered the way business handles its communication. Specifically, these have moved us away from the conventional office to the development of executive workstations and word processing stations.

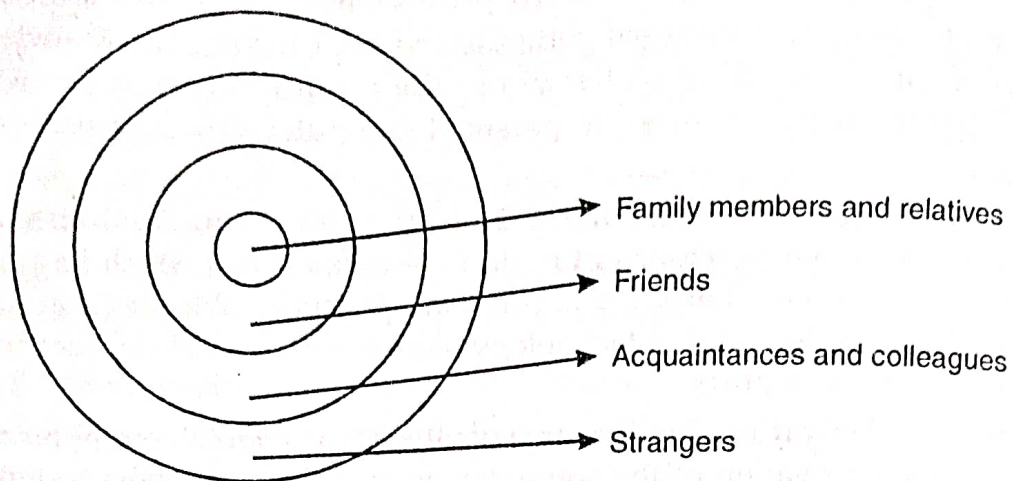
The development of efficient techniques of communication must match the social advancement to sustain the pace of growth. In the professional organizations today, a great deal of importance is therefore attached to how an efficient system of communication is devised and maintained. An efficient system enables the gathering and marshalling of data necessary for decision-making.

intra - signifying interior, within

Role of Communication Skills in Society (*Read 5-6 times*)

Communication skills are of paramount importance and we can freely say that no civilized society can exist without communication. It is indeed inevitable for survival. Communication can be divided into four categories such as 'Intrapersonal', 'Interpersonal', 'Group' and 'Mass Communication'. It is so unavoidable that even animals indulge themselves in this process. The interaction that occurs between human beings and animals is called 'Exceptional Communication'. There can be numerous channels or methods by which we can communicate. So we can freely say that it is an integral part of a civilized society. When we throw a pebble into a placid pool of water then the ripples are formed. Every individual keeps a lot of ripples or social circles around him.

calm, quiet



In the first circle our family members and relatives exist. In the second circle, we have our friends. The third circle comprises acquaintances and colleagues. Last and the biggest circle is for strangers. It shows that family members are less in number but more close to us. On the other hand the strangers are more in number but comparatively less close to us. Everybody keeps a different size of circle according to his communication skills. But internally we do want that our social circle should be prodigious. Communication skill is as much an art as it is a science. We must try to conduct the day to day business of life with confidence, good-will and in a cultured manner. As the whole world is on the way to become a single society, the need of friendliness has been increasing a lot. That's why skills of interpersonal communication have become the most prized quality in a person's character and personality.

All of us intend to relish our life and desire to have a larger circle of acquaintances and friends. Many times we feel that good speakers win friends but listening patiently is rather more cumbersome. Even God is aware that listening is more complex than speaking, that is why he has given us two ears to listen and only one mouth to speak. When somebody speaks, he desires that people should pay attention to him. This give and take policy is reciprocal. Listening just for the sake of listening is not required but listening with understanding is desired. We should inspire the other person to speak comfortably by giving verbal and non verbal nods. We should try to make a comfortable eye contact with the speaker, which shows that we are paying attention.

Body language is of extreme importance so put your tendency to evaluate others on hold and try to see the things from the speaker's perspective. empathetic listening encourages honesty, understanding and a feeling of security. We must be cooperative by indicating that other person has worth and dignity. This makes the speaker feel positive. Without candid feelings effective communication cannot take place. In our society, we can freely say that when there is a lack of effective communication, the rate of crime surely increases. If we analyse the primitive uncivilised society, we may see that

there had been numerous problems due to ineffective communication. In a nutshell, we have reasons to say that either as a speaker or as a listener, we shall have to play our role carefully in order to make the world civilised and society worth living.

QUESTIONS

1. How has modern technology affected the communication process ?
2. How does the communication process function ?
3. Throw light on the channels of communication.
4. What is a grapevine ? What is its importance in communication ?
5. Who is an ombudsperson ? How does an ombudsperson affect the communication ?
6. What is the role of communication skills in society ?



— big, huge

— straightforward, open

NON-VERBAL COMMUNICATION

Non-verbal communication is a communication through one's body language and environment referring to all external stimuli and external manifestations other than spoken or written words that include body movement, characteristics of physical appearance, the voice quality and use of space distancing. Body language thus yields a wider connotation to meaning and plays a significant role in communication. We use our body language though many a time we are not conscious of it. We communicate not only through words but also through our whole body.

As it is essential for a speaker to pay attention to one's body language, it is equally important for the audience to learn and interpret the intricacies of one's body language. Although body language can be consciously learnt and mastered but most of us unconsciously woo it in the process of our interaction with and observation of people around us.

Sometimes our body begins to speak even before we start speaking or the moment we face an audience for a prospective speaking. The audience too starts decoding the message assessing our sitting position, posture, the expressions that appear on our face, the twists and turns. Even what we do with our manuscript, if any, the way we stand, the manner in which we walk or move our hands, the look in our eyes, the manner in which we hold the manuscript, all are noticed. The audience starts gathering impressions and this, in effect, determines the success or failure of us as speakers.

All these elements that could be visually perceived and then interpreted could be collectively termed as visual codes. Each code has its own role in and contribution to encode the entire message. The verbal and non-verbal means of communication are complementary to each other and have their relative importance in terms of the impact of the message. However, finding out the impact of the message in terms of the means is a mere

exercise for convenience' sake as the impact of the total message, thus encoded, varies from message to message, mood to mood and audience to audience.

However, an appropriate training in the use of visual codes is essential to one's acquiring effectiveness in communication. Sometimes efficiency in their use can, to some extent, make up for the lapses and inadequacies one has in one's verbal communication.

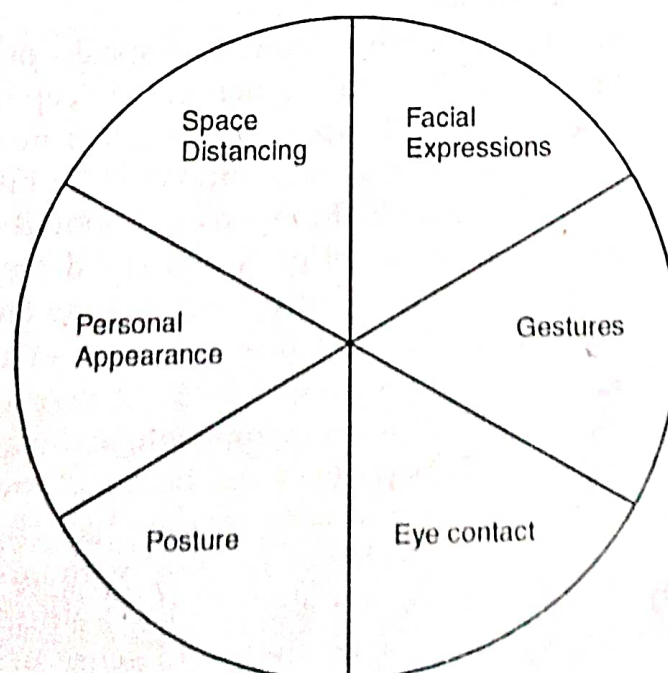
The elements of body language may broadly be categorized as follows :

2.1 PERSONAL APPEARANCE

One's appearance may turn the audience resistant or hostile, inquisitive or indifferent, sleepy or active or receptive or participating in communication. It is partly because of this impact certain organizations prescribe dress codes specific to even the nature of job and status.

Personal appearance acts as a significant non-verbal clue to what we intend to communicate. The audience judge us initially from our physical appearance—our physique, its attractiveness, our personal hygiene, body odour, hair style and even from our skin tone. Our personality creates an impression on the audience prior to our speech and it is very difficult to efface it quickly. Certainly, we can make our personality appealing with a little care and a sense of its presentability. Our dress should suit the occasion and of course we should be neat and clean if not attractive. The actual physical presence also depends on certain qualities like self-confidence and self-awareness. A conscious cultivation of these qualities increases our speaking proficiency, indeed, commensurate with the grip we have in the verbal component and its content.

Non-verbal Means



2.2 POSTURE

(Posture refers to the way one stands, sits and walks.) The position of hands and legs and other parts of the body reveals not only an individual's state of mind—whether he is vibrant, alive and dynamic or nervous and jittery, or confident and self-assured but also his grip on the subject-matter of communication. An efficient speaker stands tall, feet together with the weight directly over the instep, keeping his chin on a line parallel to the floor or at right angles to the backbone. Standing in this posture before a group is indeed essential for successful speaking. A speaker with a drooping shoulder and a protruding stomach seems to be discouraged, tired and worn out. The sitting posture may exude an air of optimism, or despondency, or may be indicative of a sense of failure or inattentiveness. A speaker may gauge the measure of success of his communication even by observing the posture of his or her listener. Whenever we explain an important point we do not recline in our chair. In a group discussion a participant taking a turn to speak changes his posture. However, different situations demand different postures. One may keep one's back straight from the waist up, both the feet may be on the floor, one slightly in front of the other. The abdominal muscles should be pulled in. The chest should come out in line. One's walk across the stage with ease and grace contributes a great deal to one's impression upon one's audience. The walking posture may convey how much confident or diffident or energetic or withdrawn a speaker is. For walking gracefully a speaker should remember to move his or her legs freely from the hips, to lift to move his or her feet from the floor, to walk in a straight line, to avoid a stride or taking tiny steps.

For effective speaking, one should cultivate how to shift his or her posture, how to shift the weight of the body on the legs and to learn where to place his or her hand while speaking.

If one has to wait for some time before one speaks one should sit in a relaxed manner and look straight at the audience, not keeping his or her eyes glued to a particular section of audience or to his or her notes or manuscript or any other object. One, of course, should not play with his or her bunch of keys or coins or buttons. While invited to speak one should go straight to the lectern, put one's notes or manuscript on it and stand erect at about eight inches from the mike. One may hold the lectern or keep one's hands on the sides. Glancing at the entire audience, pausing a while, one may begin one's speech with shoulders up and chin parallel with the floor without slumping or leaning. One should avoid platform mannerism, awkward movements of limbs and sudden jerks of the body because these call the attention of audience to themselves rather than to what is being spoken. After the speech ends the speaker should return to his or her seat with equal confidence as had been displayed while he or she went to the podium. One's posture communicates the degree of one's alertness and sense of purpose and the same time creates one's self-image.

2.3 EYE-CONTACT

The eyes being the window of the mind express the elemental passions and the varying moods of a person. One can gauge the sincerity, intelligence, attitudes and feelings of a person by looking at one's eyes. A stress on continuous eye-contact between the speaker and the listener indicates how sincere the speaker is and how much interested the listener is. Eye-contact, therefore, is an important non-verbal means that helps one establish a bond with one's listeners.

If one avoids the gaze of one's audience, one is bound to mar their interest. By a proper eye-contact one can detect the level of interest the audience has in one's speech. A proper eye-contact yields the signs of waning interest on the part of the audience, their lack of comprehension or their meaningful participation in the communication. One can change the tenor of one's voice and the style of one's presentation through eye-contact. The delivery may go faster or slower, the matter may be rephrased or summarized, additional information may be added and rhetorical questions may be asked on the basis of eye-contact. The right contact helps us become better speakers.

Simply looking at the audience is not all ; but one should know how to look at them. A blank stare or a fierce glare or gaze or a frightened glance may prove worse than having no eye contact at all. Looking intently at one listener or one section of the audience with the rest of the audience being ignored may, in turn, worsen the impact of the speech. It is also equally disastrous if one looks over the heads of the listeners or at the ceiling, a window or the floor. One should also not try to hide oneself behind the lectern, note or flip cards or the manuscripts.

Eye-contact reveals the speaker's identity and helps him or her in getting over his or her self consciousness. Eye-contact acts as a means to gain feedback which, in effect, enables the communicator alter, adjust or reframe his or her message while transmitting it. Very often, this process becomes automatic between the speaker and the listener.]

2.4 GESTURES

Gestures play a significant role in making the intent of the communication effective and content productive. A well-timed gesture may drive the intent home. The gestures like playing with a ring, twisting a key chain, or clasping one's hand tightly may indicate the state of mind of the speaker affecting both the encoding and decoding of his or her message in communication. Sometimes gestures accompany oral rendering, sometimes not. Sometimes without accompanying gestures it is difficult to speak. The gestures do enhance

the impact of the message upon the listener. An efficient speaker learns to inculcate appropriate gestures by practising the same before a mirror. He or she also seeks the guidance, in this regard, from his or her friends and colleagues. However, in the use of gestures one should be constantly self-evaluating and judging one's gestures which, in effect, make one learn to use the right gesture for the right impact. It is also true that while making gestures one should be careful and cautious about the cultural limitations, sexual implications, moral bindings. Gestures do add meaning to the message but they may turn awkward if not used keeping time, place and person in the communication in mind.

2.5 FACIAL EXPRESSIONS

Facial expressions add meaning to the verbal content. The facial expressions like a smile, a frown, the raising of eyebrows or tightening of jaw muscles convey a lot in communication. A wooden expression or a cold look may turn the listeners prejudiced whereas a bright and illumined face may evoke an enthusiastic response. For sustaining the interest and response of the audience the facial expression should be meaningful. One exudes zeal in making a point or smiling while one is explaining an intricate problem. Biting the lips or raising the eyebrows at regular intervals or blinking the eyes too often not only disappoints the audience but also spoils the smooth flow of the message.

2.6 SPACE DISTANCING

Each communicator has a personal zone and territory built or constructed around himself or herself which he or she does not allow to be invaded during communication unless the relationship between the speaker and the listener is intimate. In social interaction a distinct zone-spacing is maintained which is formal. This also includes that which exists between the standing and the seated positions. The person in a superior or commanding position usually stands and the others remain seated. In a large group one can prove more effective if one stands while speaking. In public gatherings, this distance depends upon many other considerations too.

Space distancing differs from one culture to another. Space distancing having been misconstrued may sometimes affect the communication and the message content. However, in a heightened emotional state of mind the normal distancing might be ignored.

From the discussion it is clear that the visual codes are as important as the verbal codes and a speaker must train in the visual codes which is as essential as rightly and timely is the verbal codes. Both, when combined and contrasted, produce the right impact and a smooth communication.