

COMMUNICATION

Meaning and Nature of Communication:

The exchange of information or passing of information, ideas or thought from one person to the other or from one end to the other is communication. According to McFarland communication is, “a process of meaningful interaction among human beings. More specifically, it is the process by which meanings are perceived and understandings are reached among human beings.” Newman and summer defined communication as “an exchange of facts, ideas, opinions or emotions by two or more persons.”

Communication is the process of passing information from one person to another. The purpose of communication understands of information. Whatever one wants to say to someone should be clearly understood by him else the very purpose of the communication would be defeated.

In an organisation communication facilitates the flow of information and understanding between different people and departments through different media using all the channels and networks. This flow of information is vital for managerial effectiveness and decision making in general and for human resource manager in particular as he has to be in contact with the managers of various departments, employees and workers and trade union leaders.

Communication thus helps understand people better removing misunderstanding and creating clarity of thoughts and expression. It also educates people. The communication may be written or oral, formal, informal, and upward, downward, horizontal, diagonal, interpersonal, intrapersonal, interdepartmental, intra-organisational.

The communication brings people together, closer to each other. The communication is an important management function closely associated with all other managerial functions. It bridges the gap between individuals and groups through flow of information and understanding between them. Information is the most vital aspect for communication. It is the information which is transmitted, studied, analyzed and interpreted and stored. The manager therefore has to spare time to collect, analyze and store the information for decision-making and routine day to day business.

Purpose of Communication:

Management is getting the things done through others. The people working in the organisation should therefore be informed how to do the work assigned to them in the best possible manner. The communication is essential in any organisation.

The purpose of the communication can be summed up into the following:

1. Flow of Information: The relevant information must flow continuously from top to bottom and vice versa. The staff at all levels must be kept informed about the

organisational objectives and other developments taking place in the organisation. A care should be taken that no one should be misinformed. The information should reach the incumbent in the language he or she can understand better. The use of difficult words should be avoided. The right information should reach the right person, at right time through the right person.

2. Coordination: It is through communication the efforts of all the staff working in the organisation can be coordinated for the accomplishment of the organisational goals. The coordination of all personnel's and their efforts is the essence of management which can be attained through effective communication.
3. Learning Management Skills: The communication facilitates flow of information, ideas, beliefs, perception, advice, opinion, orders and instructions etc. both ways which enable the managers and other supervisory staff to learn managerial skills through experience of others. The experience of the sender of the message gets reflected in it which the person at the receiving end can learn by analyzing and understanding it.
4. Preparing People to Accept Change: The proper and effective communication is an important tool in the hands of management of any organisation to bring about overall change in the organisational policies, procedures and work style and make the staff to accept and respond positively.
5. Developing Good Human Relations: Managers and workers and other staff exchange their ideas, thoughts and perceptions with each other through communication. This helps them to understand each other better. They realize the difficulties faced by their colleagues at the workplace. This leads to promotion of good human relations in the organisation.
6. Ideas of Subordinates Encouraged: The communication facilitates inviting and encouraging the ideas from subordinates on certain occasions on any task. This will develop creative thinking. Honoring subordinates' ideas will further motivate them for hard work and a sense of belonging to the organisation will be developed. It will provide them with the encouragement to share information with their superiors without hesitation. The managers must know the ideas, thoughts, comments, reactions and attitudes of their subordinates and subordinates should know the same from the lowest level staff of their respective departments.

Importance of Communication:

Effective communication is vital for efficient management and to improve industrial relations. In modern world the growth of telecommunication, information technology and the growing competition and complexity in production have increased importance of communication in organisations large and small irrespective of their type and kind. A corporate executive must be in a position to communicate effectively with his superiors, colleagues in other departments and subordinates. This will make him perform well and enable him to give his hundred percent to the organisation.

The following points can illustrate the importance of communication in human resource management:

1. Base for Action: Communication acts as a base for any action. Starting of any activity begins with communication which brings information necessary to begin with.
2. Planning Becomes Easy: Communication facilitates planning. Planning is made easy by communication. Any type of information regarding the human resource requirement of each department of the organisation with their qualifications, the type and kinds of job etc. can be collected through communication which helps in human resource planning. Policies and programmes for their acquisition can be prepared and implemented. In the entire process communication plays a vital role, it also facilitates managerial planning of the organisation.
3. Means of Coordination: Communication is an important tool for coordinating the efforts of various people at work in the organisation.
4. Aids in Decision-Making: The information collected through communication aids in decision-making. Communication facilitates access to the vital information required to take decisions.
5. Provides Effective Leadership: A communication skill bring manager near to his subordinates and exchange ideas and submits appropriate proposals, knows their opinions, seeks advices and make decisions. This enables a manager to win confidence of his subordinates through constantly communicating with them and removing probable misunderstandings. In this way he leads his people to accomplish the organisational goal.
6. Boosts Morale and Motivation: An effective communication system instills confidence among subordinates and workers ensuring change in their attitude and behaviour. The main cause of conflict and dissatisfaction is misunderstanding which can be removed through communication skills. The removal of misunderstanding makes manager and his subordinates understand each other and create good industrial relations. This boosts up the morale of the people and motivates them to work harder.

Principles of Communication:

Lack of effective communication renders an organisation handicapped. So to have effective communication certain principles are to be followed. They are as follows:

1. Clarity: The principle of clarity means the communicator should use such a language which is easy to understand. The message must be understood by the receiver. The words used should be simple and unambiguous. The language should not create any confusion or misunderstanding. Language is the medium of communication; hence it should be clear and understandable.
2. Adequacy and Consistency: The communicator must carefully take into account that the information to be communicated should be complete and adequate in all respect. Inadequate and incomplete message creates confusion and delays the action to be taken.

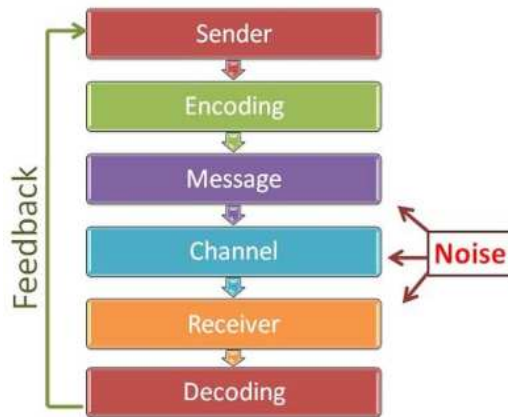
The adequate information must be consistent with the organizational objectives, plans, policies and procedures. The message which is inconsistent may play havoc and distort the corporate interests.

3. Integration: The principle of integration portrays that through communication the efforts of human resources of the organisation should be integrated towards achievement of corporate objectives. The very aim of communication is to achieve the set target. The communication should aim at coordinating the activities of the people at work to attain the corporate goals.
4. Economy: The unnecessary use of communication system will add to cost. The system of communication must be used efficiently, timely i.e. at the appropriate time and when it is necessary. The economy in use of communication system can be achieved in this way.
5. Feedback: The purpose of communication will be defeated if feedback is not taken from the receiver. The confirmation of the receipt of the message in its right perspective from its receiver fulfills the object of communication. The feedback is essential only in case of written communication and messages sent through messengers. In case of oral type of communication the feedback is immediately known.
6. Need for Communication Network: The route through which the communication passes from sender or communicator to its receiver or communicate refers to communication network. For effective communication this network is essential. The managerial effectiveness will also depend upon the availability of adequate network.
7. Attention: The message communicated must draw the attention of the receiver staff and ensure action from him in the right perspective. The efficient, sincere and prompt manager succeeds in drawing the attention of his subordinates to what he is conveying.

It is the psychology of the people that they watch their superiors closely and then respond to their orders or instructions. Lazy and insincere superiors fail to garner support for themselves and their instructions usually are not taken seriously by their subordinates. Adhering to the above principles shall make communication effective, minimize the human relations problems and increase the overall efficiency.

Communications Process

Communications is a continuous process which mainly involves three elements viz. sender, message, and receiver. The elements involved in the communication process are explained below in detail:



1. **Sender:** The sender or the communicator generates the message and conveys it to the receiver. He is the source and the one who starts the communication
2. **Message:** It is the idea, information, view, fact, feeling, etc. that is generated by the sender and is then intended to be communicated further.
3. **Encoding:** The message generated by the sender is encoded symbolically such as in the form of words, pictures, gestures, etc. before it is being conveyed.
4. **Media:** It is the manner in which the encoded message is transmitted. The message may be transmitted orally or in writing. The medium of communication includes telephone, internet, post, fax, e-mail, etc. The choice of medium is decided by the sender.
5. **Decoding:** It is the process of converting the symbols encoded by the sender. After decoding the message is received by the receiver.
6. **Receiver:** He is the person who is last in the chain and for whom the message was sent by the sender. Once the receiver receives the message and understands it in proper perspective and acts according to the message, only then the purpose of communication is successful.
7. **Feedback:** Once the receiver confirms to the sender that he has received the message and understood it, the process of communication is complete.
8. **Noise:** It refers to any obstruction that is caused by the sender, message or receiver during the process of communication. For example, bad telephone connection, faulty encoding, faulty decoding, inattentive receiver, poor understanding of message due to prejudice or inappropriate gestures, etc.

Type of Communication:

A. Communication According to Organisational Structure:

1. Formal Communication:

Such a communication is that which is associated with the formal organisation structure and the official status or the position of the communicator and the receiver. It travels through the formal

channels officially recognised positions in the organisation chart. Formal communication is mostly in black and white.

Thus, it is a deliberate attempt to regulate the flow of communication so as to ensure that information flows smoothly, accurately and timely. Formal communication is a deliberate attempt to regulate the flow of communication so as to ensure that information flows smoothly, accurately and timely.

We frequently come across the phrase 'through proper channel'. It emphasises the essence of formal channel of communication. For example, when the General Manager issues instructions (because of his senior position in the organisation), it is formal communication.

The forms of formal communication are as under:

- i. Departmental meetings,
- ii. Conference,
- iii. Telephone calls,
- iv. Company news bulletins,
- v. Special interviews and special purpose publications and messages.

The main advantage of the formal communication is that the official channels enable the routine and standardised information to pass without claiming much of managerial attention. Essentially, executives and managers may devote most of their precious time on matters of utmost significance.

But at the same time, the weakness of formal communication should not go unaccounted. Communication through channel of command greatly obstructs free and uninterrupted flow of information.

2. Informal Communication:

Informal communication is also known as 'Grapevine'. It is free from all sorts of formalities because it is used on informal relationships between the parties, such as friendship, membership in the same club or association.

Persons at the executive levels also use informal communication when they find it difficult to collect information from the workers. Such communication includes comments, suggestions etc. It may be conveyed by a simple glance, gesture, smile or mere silence.

Managers and executives also favour the growth and development of informal network of communication off and on. This process, In fact, serves a very useful purpose in disseminating certain information which, in the general interest of the organisation, cannot be transmitted through the official channels.

Apart from that, it also offers the high and higher ups a clearer insight into what the subordinates think and feel. But at the same time, the weaknesses of the informal communication are also worth noting. It may be mentioned that this process very often tends to pass distorted, misinterpreted, and inaccurate and half- truth information and facts, depending on the circumstances and the message. But still, executives and managers cannot do away with informal communication.

B. Communication According to Direction:

1. Downward Communication:

Communication which flows from the superiors to subordinates is referred to as downward communication. In an organisational structure, the executives must exercise their powers to achieve the desired objectives which imply that they may be engaged in issuing orders, instructions and policy directives to the persons at the lower levels. This may be called downward communication. Under downward communication, immediate performance of a job is expected.

Katz And Kahn Have Identified Live Elements of Downward Communication:

- i. Specific task directives; Job instructions.
- ii. Information designed to produce understanding of the task and its relation to other organisational tasks; job rationale.
- iii. Information about organisational procedures and practices.
- iv. Feedback to the subordinate about his performance.
- v. Information of an ideological character to inculcate a sense of mission, indoctrination of goals.
- vi. Communication from superior to subordinate can be face to face as well as through written memos, orders, job descriptions etc.

2. Upward Communication:

In an upward communication, the persons from the lower level are expected to have communication with those who are above them. It is just the reverse of downward communication. This sort of communication includes reactions and suggestions from workers, their grievances etc. Contents of upward communication are reports, reaction, suggestion statements and proposals prepared for the submission to the boss.

Upward Communication can be divided into four categories on the basis of what employee says:

- i. about himself, his performance and problems,
- ii. about others and their problems,
- iii. about organisational policies and practices, and
- iv. about what needs to be done and how it can be done.

The main features of upward communication are:

- i. it is condensed and summarised as it passes through various levels in the hierarchy. It gives feedback on the extent of effectiveness of downward communication. This feedback is used for improving communication effectiveness.
- ii. It provides the management about the viewpoints, reactions, attitudes, feelings and morale of employees.
- iii. It provides means of control.
- iv. Finally, it gives information and data for decision making.

Upward communication may get distorted owing to the nature of superior- subordinate relationships. An employee is not likely to give any information which may affect him adversely. Moreover, he may transmit wrong information to impress his superiors. It flows through many media e.g. chain of command, suggestion boxes, personal contacts, attitude and morale surveys, grievance procedure, private lines, labour unions etc.

3. Horizontal Communication:

When the communication takes place between two or more persons who are subordinates of the same person or those who are working on the same level of organisation, the communication is known as horizontal (lateral) communication.

The communication between functional managers or among subordinates working under one boss, the communication between managers of various factories is the examples of such communication. Horizontal communication may be oral as well as written.

Horizontal Communication satisfies peoples' needs to know from their own peers without taking into account other levels in the organisation. It is really difficult for an organisation to function efficiently without such horizontal communication flows. Although the formal organisation design does not provide for such communication flows, it is needed for the coordination and integration of diverse organizational functions.

Since organizational horizontal communication ordinarily do not exist in facilitation is left to individual managers. Peer to peer communication necessary for co-ordination and can also provide social need satisfaction.

C. According to Way of Expression:

1. Oral or Verbal Communication:

Oral communication is a direct communication between two individuals. In oral communication both the parties i.e., sender and receiver exchange their ideas through oral words either in face to face conversation or through any mechanical or electrical device such as telephone, teleconference etc. When it is face to face, the person communicating can ask questions or

explanations or sometimes when the communication is not properly understood, he can clarify meaning.

Oral communication is generally possible where there can be either a direct contact or message to be conveyed is not of permanent nature. Meetings and conferences, lectures and interviews are other media of such communication.

Oral communication enjoys certain advantages communication which may be enumerated as follows:

- (i) Oral communication has the distinct advantage of being quick and prompt. It provides the opportunity to both the transmitter and receiver of the message to respond directly.
- (ii) Oral communication facilitates close contact and thus fosters mutual exchange of ideas, facts, understanding and cooperation.
- (iii) Oral communication through direct contact undoubtedly inculcates in the subordinates a sense of self-importance which in turn acts as a motivating factor.
- (iv) Oral communication further enables the superior to make a quick appraisal of subordinate's action and reaction to any message transmitted. This obviously helps the superior to minimise and avert conflicts, redesign plans and programmes according to the need of time and circumstances.
- (v) The personality of the communicator is brought to bear in the communication process. This has good effect on the subordinates and they understand the communication properly.
- (vi) It can bring a friendly and co-operative team spirit.

However, the following are the disadvantages of the oral communication:

- (i) There is a possibility that the spoken words may not be clearly heard or understood.
- (ii) It is not good for lengthy communications.
- (iii) It requires the art of expressing accurately and appropriately, and listen to others emphatically.
- (iv) It is inadequate where specific performance of policies and rules is needed.
- (v) The inexperienced subordinates do not follow the facial expressions and the tone of manager's voice.

2. Written Communication:

When the communication is reduced to black and white (writing), it is called written communication. This includes written words, graphs, diagrams, pictures, etc. Written communications are extensively used in organisations.

Sometimes, this form of communication becomes indispensable as in the case of rules, orders, schedules or policy matters etc. The circulars, magazines, notes and manuals are some common forms of written communication.

Barriers to Communication:

The importance of communication in modern business can hardly be over-emphasized. This is why the managers usually spend a considerable portion of their time to communicate with others. But communication is not always as effective as it should be. Research has pointed out that almost 75% of all business communication fails to achieve the desired result. Certain external and internal forces impede the flow of communication. They interrupt or block communication or prevent mutual understanding.

Communication may be vague and badly expressed. It may suffer from lack of clarity or poor retention. Barriers between people do not screen out all communications, rather they operate like filter to permit some communications but hold back others, thereby making communication inadequate.

Non-listening of the communication is a chronic problem. Many communications do not receive the attention they deserve. These limitations or causes of breakdown of communication channels are called 'Communication Barriers'.

Important Barriers to Business Communication:

Communication is impeded by various types of barriers. These may be classified into three categories:

- (A) External Barriers,
- (B) Organisational Barriers; and
- (C) Personal Barriers.

[A] External Barriers:

External barriers to business communication may be in the following forms:

1. Semantic Barriers: The words and symbols used to communicate the facts and feelings may have variety of meanings. Different people interpret the same message in different ways depending upon their education, experience, social and cultural backgrounds etc. The language of the sender may be incomprehensible to the receiver. Thus, words and symbols sometimes fail to convey the true meanings.

2. Emotional or Psychological Barriers: Emotional or psychological factors are the prime barriers in inter-personal communication. The following are some of the emotional barriers:

- i. **Inattention:** It is one of the major chronic psychological barriers. When the receiver does not pay complete attention to the message, communication becomes ineffective. A person may be pre-occupied with other important matters, or the message may be uninteresting or contrary to his/her expectations. These may cause lack of attention. It is a common phenomenon that people simply fail to react to bulletins, notices, minutes and reports.
- ii. **Perceptual Barrier:** Every individual has specific areas of interest. So, he/she may hear, read or see that part of the message which is valuable to him/her. People see what they want to see and consider it a reality. Some persons interpret the message in terms of their own viewpoint which may be misleading, thus perception leads to filtering of the message unconsciously.
- iii. **Loss by Transmission and Poor Retention:** When communication passes through various channels in the organization, successive transmissions of the same message are decreasingly accurate. It is said that in the case of oral communications about 30% of the information is lost in each transmission. Poor retention of the information is again a malady. It has been shown by the researchers that the employees retain about 50% information only, whereas the supervisors retain about 60% of it.
- iv. **Premature Evaluation:** Communication is hampered when the receiver evaluates the message before getting the complete information. On several occasions, the managers start evaluating the information before reaching proper understanding. Decision is taken before knowing the full facts. Such a premature evaluation tends to inhibit the free flow of information and understanding and distorts the communication.
- v. **Undue Reliance on the Written Words:** Written words are no substitute for sound face-to-face relationships. A written communication might fail to explain the purpose of order, procedure or directive. Written communication often tells what is to be done, but not why it should be done, and lacks the persuasive quality. Moreover, a written communication may be above the comprehension level of the reader and failure to ascertain the response to communication is also there. Hence, written media must be considered as supplementary to productive face-to-face relationships.
- vi. **Distrust of Communicator:** It arises out of all ill-considered judgments or illogical decisions by the communicator. Repeated experience of this kind gradually conditions the receiver to delay action or act unenthusiastically, thus, making the communication unsuccessful, though apparently it is complete.
- vii. **Failure to Communicate:** It is quite an accepted fact that the managers often fail to transmit the needed messages. This might be because of laziness on the part of the communicator or his/her false assumption that everybody knows it.

[B] Organisational Barriers:

Major organisational barriers may be as follows:

i. Organisational Policy: The general organisational policy regarding communication acts as an overall guideline to everyone in the organisation regarding how he is normally expected to behave in this matter.

The policy might be in the form of explicit declaration in writing, or it has to be interpreted from the behaviour of organisation members, particularly people at the top. If this policy is not supportive to the flow of communication in different directions, communication flow would not be smooth and adequate.

ii. Status Relationship: In the formal organisation structure, superior-subordinate relationship may cause obstacle to free and frequent communications, more particularly in upward direction. A manager may not communicate to subordinates his/her weaknesses. The subordinates do not feel free to talk to the superiors.

They pass on only what the superiors would like to hear and hold back unpleasant facts. They may communicate to their superiors only those things which they expect would be appreciated by the latter. When a subordinate does not have trust in his superior, communication becomes less effective.

iii. Organisational Rules and Regulations: Organisational rules and regulations affect the flow of communication by prescribing the subject-matter to be communicated and also the channel for such communication. The rules may restrict the flow of certain messages and may leave many important ones.

On the other hand, communication through proper channel in a specified way prescribed by these rules delays it and works against the willingness of the persons to convey the message. This barrier is strongly operative in Indian public sector enterprises where observance of rules and regulations is rigid.

iv. Complexity in Organization Structure: In an organization, where there are a number of managerial levels, the number of filtering points is many. As a result, the process of communication gets delayed and the chances of communication getting distorted increase. This is more true in the case of upward communication, because the subordinate employees generally do not like to pass up the adverse criticism either of themselves or of their superiors.

The more complex the organization structure is, the more difficult it becomes to ensure that correct information is passed on to the right person at the right time through the right medium.

v. Organisational Facilities: Organizational facilities provided for smooth, adequate, clear and timely flow of communication may take a number of forms such as meetings, conferences, complaint box, suggestion box, social and cultural gathering, etc. If these are not properly emphasized, generally people fail to make effective communication.

vi. Information Overload: The managers are overloaded with information from various sources. They may not always be able to regulate the flow of information. As a result, the effectiveness of communication is reduced. They may ignore or misinterpret some of the messages. Time pressures may also create communication problem.

[C] Personal Barriers:

As communication is basically an inter-personal process, there are also some personal factors which are responsible for blocking communication.

Personal barriers may be listed as follows:

1. Barriers in Superiors: The role of the superiors in communication is very vital. Because of their hierarchical relationships with the subordinates, they act as barriers in a number of ways discussed below:

- i. Attitude of Superiors: The attitudes of the superiors towards communication in general, or in any particular direction, affect the flow of messages in different directions. If this attitude is unfavorable, there is a greater possibility that messages would not flow adequately from and/or to the superiors.
- ii. Fear of Challenge to Authority: A person in the organisation always tries to get a higher position and prestige. As such, the managers generally try to withhold the information coming down the line or going up—as frequent passing of information may disclose their weakness.
- iii. Lack of Confidence in Subordinates: The superiors generally perceive (correct or otherwise) that their subordinates are less competent and less capable, they are not able to advise their superiors or they may not have some information to convey.
- iv. Lack of Time: The superiors feel—whether correct or otherwise—that they are overburdened with the work and they have little time to talk to their subordinates.
- v. Lack of Awareness: Sometimes the superiors may lack the awareness about the usefulness and significance of communication in different directions in general or particular subject-matter. In such a case, communication is blocked.
- vi. Ignoring Communication: Sometimes the superiors —consciously and deliberately ignore the communication from their subordinates to maintain their importance. This works against the willingness of the subordinates to communicate.

2. Barriers in Subordinates: Vertical communication in either direction can take place only when the subordinates also actively participate in this process. There are various factors in the subordinates that adversely affect such active participation on their part.

Some of these are mentioned below:

- i. Unwillingness to Communicate: Sometimes, the subordinates do not communicate upwards certain information because they are not willing to do so. If a subordinate feels that he/she is likely to be adversely affected by supplying particular information to his superior, he/she would not be willing to supply it. Information going up is utilized for control purposes and the subordinates would not be willing to give any information to their superiors about any unfavorable happening. If there is any compulsion to communicate, they would do the same after modifying the information in such a way so as to protect their own interest.
- ii. Lack of Proper Incentive: Lack of motivation to communicate also refrains the subordinates from communicating upwards. If a novel suggestion by a subordinate does not evoke any attention from the superiors, he/she would not convey it.

Methods of Overcoming Communication Barriers:

Considering the importance of effective communication in the successful functioning of business organisations, it is essential on the part of the managers to overcome the different barriers to communication. Though it may not be possible to eliminate the communication barriers altogether, yet suitable managerial actions in this direction can minimise their effect.

The following methods are suggested to avoid the communication barriers:

1. Full Information: To make the communication effective, it is first of all necessary that the communicator should know completely and clearly what he intends to communicate.
2. Mutual Trust: Communication is intended for acceptance and desired action. Such acceptance is, to a great extent, influenced by trust and confidence in the motives and sincerity of the communicator. If trust is lacking, communication will fall short of its expected results. So, it is necessary that an environment of trust and confidence is established within the organisation. This will encourage people to communicate honestly with one another.
3. Appropriate Language: The language used for communication should be such that it can be easily comprehended by the receiver. Most popular symbols, clear and precise language should be used for proper communication.
4. Inter-Personal Relationship: Proper inter-personal relationships must be developed between the superiors and the subordinates so that the latter may feel free and frank to transmit complete and correct information to the former. The superiors must appreciate useful criticisms and beneficial suggestions of the subordinates.
5. Selection of Appropriate Channel: The managers must be competent enough to select the most appropriate channel for sending messages. A rich channel such as face-to-face discussion or telephone should be used to send a complicated message. On the other hand, memos, letters or electronic mail may be used to send routine messages, because there is hardly any chance of misunderstanding.

6. **Mutual Understanding:** It is of considerable importance for both the senders and receivers to make a special effort to understand each other's perspective. By understanding others' perspectives, remarks can be classified, perceptions understood, and objectivity maintained.
7. **Empathy in Communication:** The way for effective communication is to be sensitive towards the receiver's needs, feelings and perceptions. The communicator should convey the message in such a way that the emotions and sentiments of the receiver are not hurt. When the sender of the message looks at the problems from the receiver's point of view, many of the misunderstandings can be avoided.
8. **Two-Way Communication:** Communication is a two-way process. Two-way communication brings two minds together—which is the basic core of any communication. It involves a continuous dialogue between the sender and receiver of the message. Upward communication can become a reality in the organisation and effective if this fact is recognised.
9. **Supporting Words with Actions:** The most persuasive kind of communication is not what you say but what you do. The managers must make sure that their actions support the communication process. This will ensure the seriousness in communication.
10. **Examples and Visual Aids:** To fix the idea of communication in the receiver's mind, appropriate stories and word pictures may be used in appropriate situations to the understanding of the receiver. Further, visual aids through charts and diagrams can be advantageously used to stress particular points or ideas which may be difficult to describe properly by words.
11. **Good Listening:** Careful listening is essential for effective communication. By this process, one is not only giving chance to others to speak but gathers useful information for further communications. By concentrating on the speaker's explicit and implicit meanings, the manager can obtain a much better understanding of what is being said.
12. **Delaying Reaction:** It is a good practice for effective communication not to be influenced by immediate reaction of the first impression. Hasty reaction often results in ignoring the real implication of communication and experience shows that the delaying of action by the recipient becomes helpful in understanding the intended meaning of the communication.
13. **Strategic Use of Informal Communication (Grapevine):** A manager should use the informal channels of communication to supplement the formal communication system. For this purpose, he must understand the informal communication networks and should make their intelligent use to fill up the gaps in formal channels of communication.
14. **Evaluation:** There should be continuous programme of evaluating the flow of communication in different directions. This would highlight the problems in this area, identify their causes and thereby enable the adoption of suitable corrective action. The superiors should not be quick to evaluate the information before understanding it properly.