



FEDRAL TVET AGENCY

Ethiopian TVET-System

INFORMATION TECHNOLOGY SUPPORT SERVICE Level II

LEARNING GUIDE # 4

Unit of Competence: -	Participate in workplace communication
Module Title: -	Participating in workplace communication
LG Code:	<u>EIS ITS2 M03 1019 LO1-LG14</u>
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LO 1: Obtain and Convey Workplace Communication



INTRODUCTION	Learning Guide #4
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This learning guide is developed to provide you the necessary information regarding the following content coverage and topics –

- Communication Techniques
- Communication Difficulties

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, upon completion of this Learning Guide, you will be able to –

- Access specific and relevant information from *appropriate sources*
- Use effective questioning , active listening and speaking skills to gather and convey information
- Use appropriate *medium* to transfer information and ideas
- Use appropriate non- verbal communication
- Identify and follow appropriate lines of communication with supervisors and colleagues
- Use defined workplace procedures for the location and *storage* of information
- Carry out personal interaction clearly and concisely

Learning Activities

1. Read the specific objectives of this Learning Guide.
2. Read the information written in the “Information Sheets 1” in pages 3-6.
3. Accomplish the “Self-check” in pages 7.
4. If you earned a satisfactory evaluation proceed to “Information Sheet 2 . Read the Information written in the “Information Sheets 2” in pages 8-15.
6. Accomplish the “Self-check” in pages 16.
7. Your teacher will evaluate your output either satisfactory or unsatisfactory. If unsatisfactory, Your teacher shall advice you on additional work. But if satisfactory you can proceed to the next

Information Sheet 1	Communication Techniques
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Communication techniques

Communication is the key to success in the workplace. Communication occurs with vendors and customers. There are so many different communication techniques that it can be difficult recognizing them if someone communicates differently than you. Communication

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techniques are often the key to climbing the corporate ladder, so you'll want to master them earlier in your career rather than later. No matter how you communicate,

Listening is one of the most important communication techniques you can master. You might not think it takes much effort to listen, but listening is harder work than you think! Not only does it involve closing your mouth, but you also have to concentrate on what the other person is saying. It's pretty hard to carry on a conversation if you don't listen to what the other person is saying. Another important thing on the long list of communication techniques you need to master is your **nonverbal cues**. Communication experts say 55 percent of the impact from every conversation you have comes from your nonverbal cues. These include eye contact, your posture, and the gestures you make. They can be as simple as crossing your arms or nodding your head. The type of nonverbal cues you give indicates what you think, even if your words say something else entirely.

For example, if you're nodding your head up and down while your wife is telling you about her day, she'll immediately see you as a good listener and a very supportive husband. Nodding indicates a "yes," and we all want to be agreeable to our spouses. On the other hand, if someone you know slightly from work stops you to talk at the mall and you cross your arms for the entire conversation, then you're giving off the vibe that you really don't want to be there. It's also important to watch how touchy-feeling you get with people while you're speaking to them. Some people don't like to be touched, and invading their personal space is one nonverbal cue you can easily avoid. Nonverbal cues are just as important as any other communication techniques you're trying to master.

Of course talking is a vital part of any conversation, and all your communication techniques are worthless if you don't watch the tone of voice you use when you talk. According to communication experts, 38 percent of what you actually mean when you're talking is determined by what tone of voice you're using. Basically, if you say you'll be happy to do something for someone but you're yelling when you say it, the other person will clearly see that you're actually not happy to do it. Tone of voice can easily give our displeasure away at times when we really don't want it to.

Verbal Vs Non-verbal

Verbal Communication: Business professionals demonstrating effective verbal communication skills use spoken words to convey a message clearly and concisely. To get a message across, the sender needs to ensure the receiver correctly interprets the words. If not, confusion and conflict typically results. By successfully delivering a message, business professionals describe ideas, thoughts and directives that allow colleagues to work better together. Effective verbal communication begins by acknowledging what the audience needs. By planning what he wants to say, how he wants to say it and seeking feedback on how the message was received, a business professional ensures successful communication.

Meetings



Verbal communication occurs in meetings when participants share their ideas. Effective meeting organizers clearly define their objective, such as whether the intent of the meeting is to make a decision, brainstorm ideas, approve a plan, communicate a change or get a status report. At the beginning of the meeting, an organizer uses verbal communication to state the priorities of the meeting, the desired outcomes and the amount of time allowed to discuss each topic. By asking for additional input from participants, she ensures the meeting remains relevant for everyone. The meeting organizer also ensures that every participant gets a chance to speak without monopolizing the agenda.

Presentations and Lectures

Using effective verbal communication, business professionals give presentations and lectures to convey their expertise on a particular topic. Whether a business professional provides instruction, describes a product to make a sale or communicates a vision or strategy, he needs to keep the message clear by preparing adequately. Using vivid language, descriptive examples and supplementary visuals, he ensures a successful presentation. By using short words and sentences, speakers tend to avoid confusion. Effective presenters allow time for the audience to ask questions and provide comments.

Workshops

Workshop organizers use verbal communication to direct the activities of participants. By providing clear instructions for group, the facilitator ensures a positive development experience. For example, a leader describes the rules for participating role-playing exercises, talks about the scenario and determines how long the activity takes. Using effective verbal communication, leaders guide participants in researching issues, solving problems, negotiating solutions and making decisions.

Conversations

Conversations typically involve two people discussing a topic. Effective verbal communication occurs during conversations when the speaker acknowledges the sensitivity of the subject, time constraints and types of questions the receiver might ask. If the conversation occurs face to face, successful communicators use active listening skills such as repeating back what the other person has said. They also resist the temptation to interrupt and allow the other person to speak up as well to convey their thoughts. If the conversation occurs by telephone, the participants need to pay even more attention.

Non-verbal Communication

Nonverbal communication is critical to the success of any workplace. It starts from the moment an employee applies for a job and continues through the employment of that particular



employee. Realizing the importance of nonverbal communication can promote teamwork, respect and efficiency in any workplace.

Eye Contact

Employees need to give fellow workers the respect they deserve. By looking someone in the eye, the speaker feels as though the message is being carried through to the recipient. Eye contact promotes understanding and honesty. Often times, if someone does not look the other person in the eye, there may be a feeling of insecurity or dishonesty.

Posture

Slouching in the chair signifies a person who may not care about the message being sent. A sloppy posture says that the recipient may not be paying attention or may be purposely trying to distract the speaker. Leaning back in the chair or rocking back and forth shows boredom and a distinct lack of interest in the message. In contrast, sitting up straight and leaning in slightly tells the speaker you are interested in the communication that is occurring.

Office Appearance

Believe it or not, the state of an office also signals communication to co-workers. If a desk is messy and strewn with paperwork, a person glancing at the office may believe the occupant has a cluttered mind and is harried when it comes to work. Saving only the paperwork that will be needed in the future can cut down on the paperwork stack that many people experience. In addition, it is important to remember that only the things that are needed throughout the day need to be on the desktop itself. For example, a stapler, tape dispenser and pencil cup can be permanent fixtures on a desk. Correction fluid, sticky notes and extra notepads can be kept in a draw and pulled out only when needed. An uncluttered, clean desk communicates an organized and neat individual.

Time

Respecting the time of other workers is also a nonverbal form of communication. For those that attend meetings with co-workers, being on time is of utmost importance. Arriving on time shows respect for others' time and contributions. Employees who are continually late for meetings and other appointments with co-workers signal that they may not respect their fellow employees' time or jobs. For example, someone who is continually several minutes late for an 8 a.m. production meeting shows other employees that it is okay to arrive late and that the employee may not believe his or her time is as important as their time.

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Personal Vs cultural factors

Individual differences

Communication skills are extremely important, because communication---whether it is verbal or nonverbal---permeates almost every area of life. While diversity and differences can weaken and cause issues in some areas of communication, these two components actually help to make individual and group communication skills stronger in other ways. Use certain activities to help a class or team understand and embrace diverse communication styles and skills.

In the Education Setting

Have children discuss the religious and cultural traditions that their families celebrate at home. Create a chart on the blackboard that highlights the various ways in which each background is communicating similar ideas. In a classroom with English as a Second Language students, discuss the importance of body language and nonverbal communication for all students. Have the students play charades or act out a scene from a play without using any words. The other students must guess what the actors are doing.

Manners Host: a seminar or class on manners across various cultures at a local library or school. Have group members brainstorm a list of communication behaviors that they see as appropriate. Once the list is complete, explain (or have students from other cultures explain) which of those behaviors is not appropriate in another culture. People in the United States often communicate directly, for instance, while in Asia, people employ implicitness. Show the group videos of scenarios made awkward or confusing due to lack of understanding of one another's culture.

When an adverse situation arises at work, hold meetings to discuss the issue whenever possible. Have different team members suggest ways in which they would respond to the problems, but also have them explain why they would respond in that manner. Doing so shows the group how people communicate differently. Setup a meeting where the group makes rules for communication, such as being aware of nonverbal gestures that could be offensive to people of other cultures and speaking in clear, concise English at all times.

Online Communication

In a seminar or class on online communication, have students write a simple paragraph about themselves. Assign each student a different type of outlet for which to write. Online forms of communication include e-mail, blogs, wiki posts and instant messages. Have the students engage in an open discussion about the different ways in which they convey similar facts,



depending upon which type of outlet they utilize. Present a lecture where you point out the problems associated with using chat room lingo in professional messages.

Self-Check 1	Written Test
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Name:_____

Date:_____

Instruction: Answer all the questions listed below, if you have some clarifications- feel free to ask your teacher.

I. Direction: Fill in the blanks with the correct answer.

- _____ 1. It is the key to success in the workplace.
- _____ 2. It is one of the most important communication techniques you can Master.
- _____ 3. Eye contact, posture, and gestures are examples of what Communication techniques?
- _____ 4. When talking to someone, what do you need to do as a sign of Respect? It is also the way to determine if one person is lying or not.
- _____ 5. It is critical to the success of any workplace.
- _____ 6. It uses spoken words to convey a message clearly and concisely.

II. Enumeration: Enumerate the following:

- **Give the 4 Verbal Communication application at Workplace**
 - 1.
 - 2.
 - 3.
 - 4.
- **Give the 3 Examples of a Non-Verbal Communication**
 - 1.
 - 2.
 - 3.



Information Sheet 2	Communication Difficulties
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2.1 Communication difficulties

Misunderstandings and communication problems remain one of the most common sources of workplace strife, and interpersonal difficulties are magnified when conflicting work styles coexist in one setting. Generational differences (baby boomers vs. GenX-ers), personal management styles, educational background, and cultural diversity are all potential sources of office misunderstandings.

While conflict is inevitable, it need not ruin your workday or cause unbearable [stress](#). Try these conflict resolution tips to make your work environment a less stressful, more productive place:

- **Be specific** in formulating your complaints. "I'm never invited to meetings" is not as effective as "I believe I would have been able to contribute some ideas at last Thursday's marketing meeting."
- **Resist the temptation to involve yourself** in conflicts that do not directly involve you or your responsibilities. Even if someone has clearly been wronged, allow him or her to resolve the situation as he/she chooses.
- **Try to depersonalize conflicts.** Instead of a "me versus you" mentality, visualize an "us versus the problem" scenario. This is not only a more professional attitude, but it will also improve productivity and is in the best interests of the company.
- **Be open and listen** to another's point of view and reflect back to the person as to what you think you heard. This important clarification skill leads to less misunderstanding, with the other person feeling heard and understood. Before explaining your own position, try to paraphrase and condense what the other is saying into one or two sentences. Start with, "So you're saying that..." and see how much you really understand about your rival's position. You may find that you're on the same wavelength but having problems communicating your ideas.
- **Don't always involve your superiors** in conflict resolution. You'll quickly make the impression that you are unable to resolve the smallest difficulties.
- If an extended discussion is necessary, **agree first** on a time and place to talk. Confronting a coworker who's with a client or working on a deadline is unfair and unprofessional. Pick a time when you're both free to concentrate on the problem and its resolution. **Take it outside** and away from the group of inquisitive coworkers if they're



not involved in the problem. Don't try to hold negotiations when the office gossip can hear every word.

- **Limit your complaints** to those directly involved in the workplace conflict. Character assassination is unwarranted. Remember, you need to preserve a working relationship rather than a personal one, and your opinion of a coworker's character is generally irrelevant. "He missed last week's deadline" is OK; "he's a total idiot" is not.
- **Know when conflict isn't just conflict.** If conflict arises due to sexual, racial, or ethnic issues, or if someone behaves inappropriately, that's not conflict, it's harassment. Take action and discuss the problem with your supervisor or human resources department.
- **Consider a mediator** if the problem gets out of control, or if the issue is too emotional to resolve in a mutual discussion. At this step, your supervisor should be involved. You can consider using a neutral third party mediator within your own company (human resources if available) or hiring a professional counselor.
- **Take home point: It's not all about you** - You may think it's a personal attack, but maybe your co-worker is just having a bad day. Take time to think BEFORE you speak in response to an insensitive remark. It may be that saying nothing is the best response.

Techniques of interviewing and listening

To get to the motivations and working style of a potential employee, employers often turn to behavioral interviewing, an interviewing style which consists of a series of probing, incisive questions.

Sample behavioral interview questions include:

- Describe a situation in which you didn't meet your stated goal, how did you handle it?
- Tell us about a situation in which you encountered resistance from key people, how did you convince the person or people to do what you wanted?
- Describe a situation in which you took the initiative to change a process or system and make it better, how did you identify the problem? How did you go about instituting change?

A conscious goal you should have in every interview is finding common human connections. If you set out with the intention to discover how you and the person interviewing you are connected and what you share, you will discover commonalities much faster. And the interviewing process will be much less intimidating because of it.

Tips for discovering commonalities with your interviewer:



- **Do your research.** Google every person you know you are going to meet or think you might meet in the interview, especially senior executives. Learn what might be common areas of interest in advance.
- **Listen and pay attention.** If you listen during the interview and look for commonalities, they will seem omnipresent. When your interviewer mentions his or her alma mater, weekend plans, kids, or favorite restaurant, you have the chance to ask questions and find common ground. You can also take a look around the office. Do you see a book you've read, a product you want or just bought, or a photo you like? If so, you have a means to discuss commonalities.
- **Lead with your interests and passions.** How you introduce yourself and talk about yourself in the interview matters. If you integrate facts and interests into your spiel about yourself, then you create opportunities to connect. After the "What do you do?" or "Tell me about yourself" query, tell your story.
- **Find common ground in the context.** Where you are meeting, your surroundings, and the purpose of your connection are all reference points. There is a reason why both of you find yourself at this unique place and time. Why are you both in this business? Do you know the any of the same people?

Listening

- Ten Commandments of Good Listening -
 - Stop talking. In case you missed the first commandment.
 - Stop talking. Obvious, but not easy.
 - Put the speaker at ease. Create a permissive, supportive climate in which the speaker will feel free to express himself or herself.
 - Show a desire to listen. Act interested and mean it.
 - Remove distractions. External preoccupation is less likely if nothing external is present to preoccupy you.
 - Empathize. Try to experience to some degree the feelings the speaker is experiencing.
 - Be patient. Give the speaker time to finish; don't interrupt.
 - Hold your temper. Don't let your emotions obstruct your thoughts.
 - Go easy on argument and criticism. Suspend judgment.
 - Ask questions. If things are still unclear when a speaker has finished, ask questions which serve to clarify the intended meanings.

Additional listening techniques:

- Preparation. If you know what the topic is ahead of time, learn something about it so you will not be an ignorant listener. Even some careful thinking will allow you to listen more accurately when the communication actually begins.



- Seek intent. Try to discover the intent of the source; why is he or she saying these things?
- Seek structure. Look for an organizational scheme of the message. If the speaker is an accomplished one, you won't have to look very hard; it will be obvious. But if the speaker is less skilled, the responsibility falls to you.
- Analyze. Do not accept what you hear at face value; analyze what the speaker is saying and pay attention to body language.
- Focus. Keep the main topic of the message in mind at all times, using it to bring focus to the information which the speaker supplies.
- Motivate yourself. This may be the most important. Listening takes work, and to do that you may have to "psych yourself up."

Most of us desire to communicate effectively, but do not have a keen appreciation of the communication barriers to be faced. Because of these barriers, there is ample opportunity for something to go wrong in any communication. Competent managers develop an awareness of the barriers and learn to cope with them.

How effectively do you, as a manager, communicate with your superiors, subordinates, and peers? Do you recognize the barriers to effective communication? Have you learned to cope with them? In the discussion that follows, the principal barriers to communicating effectively in today's working environment are identified, and proven techniques for coping with them are considered,

The principal barriers to effective communication are:

- noise,
- poor feedback,
- selection of inappropriate media,
- a wrong mental attitude,
- Insufficient or lack of attention to work selection,
- delay in message transmittal,
- physical separation of the sender and receiver,
- And lack of empathy or a good relationship between the sender and receiver.

Let's examine each of these barriers and possible steps to overcome them. As we conduct this examination, we should remember that any two or more of these barriers may occur in combination.

The Noise Barrier

Samuel Hoffenstein in his poem, "The Wind in the Trees," illustrates quite beautifully the distraction that noise may cause.

Noise is any random or persistent disturbance that obscures, reduces, or confuses the clarity or quality of the message being transmitted. In other words, it is any interference that takes place between the sender and the receiver. This is why we generally identify any communication



problem that can't be fully explained as "noise." The biggest single cause of noise in the communication process may be the assumption that the act of communicating is a simple process - that it doesn't require much thought or practice and all effective managers were born with this skill. This is not true. Effective communication comes with study and practice. The effectiveness of the communication process is dependent upon the capabilities of the senders and receivers.

To overcome the noise barrier to effective communication, one must discover its source. This may not be easy. Noise appears in a variety of ways. During a conversation, have you ever been distracted by the pictures on the wall, the view from the window, a report lying open on a desk, or a conversation taking place in an adjacent room? Many people have been so distracted.

In the perusal of a written communication, have you ever been confused by irrelevant material or the illogical approach taken by the author? Again, many people have.

Once the source, or sources, of the noise has been identified, steps can be taken to overcome it. The noise barrier can't always be overcome but, fortunately, just the awareness of its existence by either the sender or the receiver of a message can help to improve the communication flow.

The Feedback Problem

Feedback is reaction, without it, the sender of the message cannot know whether the recipient has received the entire message or grasped its intent.

The need for feedback should be clearly understood. Feedback is the return of a portion of the message to the sender with new information. It regulates both the transmission and reception. The whole process is straightforward: the sender transmits the message via the most suitable communication media; the receiver gets the message, decodes it, and provides feedback.

In oral, face-to-face communication, the process doesn't happen quite this way. All of these actions occur almost simultaneously. For example, the sender is acting as a receiver while transmitting the message; the receiver is acting as a sender while receiving the message. When the message is transmitted and effectively received, feedback serves as a regulating device. The sender continually adjusts his transmission in response to the feedback. Feedback also alerts the sender to any disruptive noise that may impede reception of the message.

There is no feedback in a one-way communication. Such a communication involves passing ideas, information, directions, and instructions from higher management down the chain of command without asking for a response or checking to see if any action has taken



place. It is not enough to ensure the message has been received. For communication to be effective, a two-way process must exist so the sender knows whether the message has been understood. The two-way communication process involves sending a message down the chain of command and transmitting a response containing information, ideas, and feelings back up the chain. This process has been referred to sometimes as "a process of material influence."

Feedback not only regulates the communication process, but reinforces and stimulates it. In fact, it actually serves as the hallmark of dialogue, because it forces communication and makes it dual. Dual expression, when combined with mutual feedback, becomes a dialogue.

The Problem of Media Selection

In any given situation the medium, or media, for communication must be selected. One medium may work better than another. However, in many cases a combination of media may be used for the communication process to function effectively. Henry H. Albers says that no one communication medium can adequately serve the diverse functional and personal problems of organization dynamics. He believes that "a repetition of ideas in different terms is useful in solving some communication problems." The question then emerges, what combination of media would be most effective? Any project to develop the one best combination of media would prove rather fruitless. There are many combinations that can provide satisfactory results.

The personal qualities of the manager should be a consideration in media selection. As manager, you should recognize your strengths and limitations. You should evaluate your successes and failures in communication and plan to use the media that best fits your style and qualities.

Generally, managers make more frequent use of oral, rather than written, communication. However, the media one selects for communication in a particular situation should correlate with the feedback requirements. A communication failure or partial failure could occur if the media you select for transmittal of a message is inappropriate and necessary feedback is not received. Most simple messages can be transmitted orally - either in a face-to-face discussion, formal briefing, or meeting of the staff. More complex messages should be written in a directive, instruction, memorandum, or report. Very complex messages should be transmitted in both oral and written form. Repetition and review of an oral communication in written form can be a facilitating device.

The Mental Barrier

One principal barrier to effective communication is mental. It consists of noise in the mind of the sender or receiver. Here are four examples:

- **The arrogance of the sender may impair the communication process.**
I
- sender believes he knows everything there is to know about the subject being transmitted, he expects acceptance of his ideas or directions. If the



receiver disagrees with the sender and so states, the sender will not be attuned to the feedback or will find it a challenge to his stated position. Real communication does not take place.

- **The sender may assume the receiver will respond to his message in a logical and rational manner.** The receiver's priorities, problems, or assumptions may differ from the sender's. The receiver's logic may even override that of the sender. In any of these instances, the sender might judge the receiver to be incompetent or even an obstructionist. Communication will fail.
- **The sender may assume he is completely logical and rational - that his position is right and must prevail.** This assumption may be false and no communication takes place.
- **The sender may have some misconceptions, self-interests, or strong emotions about a particular idea or approach, of which he is not aware.** However these traits may be readily evident to the receiver, who may think the sender is hypocritical. This communication will fail, as may all future communications between this sender and receiver.

The Problem of Word Selection

We live in a "verbal" environment. Words constitute the most frequently used tool for communicating. Words usually facilitate communication; however, their careless, improper use in a given situation can create a communication barrier. Arthur Kudner, an advertising executive, once told his son: "All big things have little names such as life and death, peace and war, or dawn, day, night, hope, love, and home. Learn to use little words in a big way. It is hard to do, but they say what you mean. When you don't know what you mean - use big words; they often fool little people."

The words we use should be selected carefully. Dr. Rudolph Flesch, a specialist in words and communication, suggests a way to break through the word barrier:

- Use familiar words in place of the unfamiliar
- Use concrete words in place of the abstract
- Use short words in place of long
- Use single words in place of several

Unfortunately, almost every commonly used word has more than one meaning. Also words have regional meanings or derive new meanings as a result of the development of new industries or fields. The meaning conveyed by the sender's words depends upon the experience and attitude of the receiver. Therefore, one way to penetrate the word barrier is for the sender to strive to speak or write in terms of the receiver's experience and attitude. The better able he is to do this, the more successful the communication will be. Dr. S. E. Hayakawa,



a U.S. Senator from California, expressed it very well when he said, "The meanings of words are not in the words; they are in us."

The Time and Space Barriers: time and space (the physical separation between the sender and the receiver) may serve as barriers to effective communication. You, as a manager, may often feel pressed by time constraints. You may feel there aren't enough hours to accomplish all tasks. One executive puts it this way, "If I can't get the work done in a 24-hour day, I have to work evenings." Caught in the network of your own problems, you may even assume that your subordinates know what you want them to do, and they will proceed to do it. Actually, this may not be the case. Because of your failure to communicate, you may not receive the end product you were expecting.

This same problem may occur when you geographically separate departments or functions of an organization. Quick eye-to-eye communication becomes difficult. The telephone may not provide the answer. The line may be busy when the call is placed, or the person being called may be out of the office. Memoranda sometime provide the answer to the space barrier. However, this might turn out to be a one-way communication of directions or information. If the recipient of a memorandum doesn't understand the message, or if he mistakenly thinks he understands, the communication process fails.

Empathy and Other Relationships

Lack of empathy can create a barrier between the sender and receiver. Empathy, as defined in the Dictionary, is "understanding so intimate that the feelings, thoughts, and motives of one are readily comprehended by another." You can transmit a better message if you can put yourself in the receiver's place and analyze the message from his viewpoint. The same holds true for the receiver. He must be able to empathize with you. That is, the sender, as well as the receiver, must try to project him into the other's personality if he want's to increase his potential for effective communication.

The ability to empathize with someone else may not be easy. If you are to see things from another's viewpoint, you have to put aside your own prejudices and preconceptions. The receiver may be of a different race, creed, educational background, from a different section of the country, or have a different specialty or rank within the organization. Under these circumstances, the task of empathizing with the other member of the communication link is difficult. The task is further complicated if you believe that understanding another's viewpoint may pose a threat to your own.

To better communicate, we must try to see ourselves through the eyes of others in the communication link. By developing some empathy with the people to whom we will be directing messages, we might recognize the need to modify our messages from time to time before sending them.



Douglas McGregor, one of the leading authorities on management practices, has said: "It is a fairly safe generalization that difficulties in communication within an organization are more often than not, mere symptoms of underlying difficulties in relationships between parties involved. When communication is ineffective, one needs to look first at the nature of these relationships rather than at ways of improving communication".

The relationship between the people involved in any communication process may form a greater barrier to the effectiveness of the communication between them than any other barrier discussed here. If the relationship between the people participating in the communication is good, the communication has a greater chance for success. This is true whether the communication takes place in oral or written form.

The quality of the relationship between the sender and receiver determines to a great extent the ability of the person transmitting the message to penetrate the communication barrier.

Self-Check 2	Written Test
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Name: _____

Date: _____

Instruction: Answer all the questions listed below, if you have some clarifications- feel free to ask your teacher.

I. Direction: Fill in the blanks with the correct answer.

- _____ 1. It consists of noise in the mind of the sender or receiver.
- _____ 2. It is one of the most common sources of workplace strife, and interpersonal difficulties.
- _____ 3. What as the first and the last commandment of Good Listening?
- _____ 4. It is a reaction.
- _____ 5. It is any random or persistent disturbance that obscures, reduces, or Confuses the clarity or quality of the message being transmitted.



II. Enumeration: Enumerate the following:

- Give at least 3 conflict resolution to make your work environment a less stressful, more productive place
 - 1.
 - 2.
 - 3.
- Give at least 3 tips for discovering commonalities with your interviewer
 - 1.
 - 2.
 - 3.
- Give at least 3 principal barriers to effective communication
 - 1.
 - 2.
 - 3.
- Give at least 3 commandments of Good Listening
 - 1.
 - 2.
 - 3.

Note: You must get at least 12 point to pass



