

Professional Communication Unit 1 v3.docx

 Professional Communication and Presentation Skills- Career and Leadership Development - I_MBA_1

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 ATLAS SkillTech University

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Unit 1: Basics of Professional Communication

Learning Objectives

1. Learners will be able to define ethos, pathos, and logos when using Aristotle's theory of persuasion in professional communication contexts.
2. Learners will comprehend application of Arthur Page's Principles of Communication to improve credibility, trust creation and management of stakeholders.
3. Learners will identify interpersonal communication skills, aspects of verbal and non-verbal communication, listening and giving feedback which are relevant to professional communication.
4. Learners will study about persuasion, communication best practices, and interpersonal communication to concisely and efficiently construct substantive and ethical verbal and written messages appropriate for the professional business world.

Content

- 1.0 Introductory Caselet
- 1.1 Introduction to Basics of Professional Communication
- 1.2 Theory of Persuasion
- 1.3 Principles of Communication
- 1.4 Foundations of Interpersonal Communication
- 1.5 Summary
- 1.6 Key Terms
- 1.7 Descriptive Questions
- 1.8 References
- 1.9 Case Study

1.0 Introductory Caselet

“The Power of Effective Communication: Way to Workplace”

Aarav has began his career as a project manager with one of the leading IT firms in Bengaluru. He has great technical credibility being a developer with experience. But he quickly realizes that he could use some help in the communication department. Poorly articulated at his first major presentation, his teammates become confused. Furthermore he is having difficulty getting his seniors to buy into his project proposal because of a lack of STRATEGIC communication. Aarav is not able to gel with his team and it hampers the morale of his team. He knows being good at business communication, persuasion, and... people skills is a matter of corporate life and death.

Aarav has also been struggling to summarize and communicate concise meeting updates with the team, causing confusion and delays on projects. His discomfort with public speaking makes his managing conversations less effective, which in turn impedes the productivity of his team. Aarav, meanwhile, networks within the company is a series of stilted encounters which make it difficult for him to form relationships with senior leadership. He knows that, without project manager communication skills, his impact will never be the same. And as he confronts these conflicts, he vows to work on his communication skills so it can benefit him in his personal relationships and career growth.

In this high-paced business world we are in now you really require more than a skill set. PROFESSIONAL ACHIEVETO advance in the field, professionals must be excellent communicators who can articulate their ideas beautifully, sell decision-makers and build strong working relationships. Aarav is a case with incompetent issues as well as the need for professional encounters, persuasive theories, and personal formations on job obstruction.

Critical Thinking Question

How might Aarav leverage critical communication techniques (such as persuasion) to enhance his own presentation skills, effectively communicate his thoughts and ideas, and develop closer relationships with colleagues and executives in order to help obtain upper management approval for your business proposal?

1.1 Introduction to Basics of Professional Communication

Among the many definitions, “communication is a systematic process in which people interact with and through symbols to create and interpret meanings. The term "communication" (Towordderive the Latin word 'communicare' means to impart, to

participate, to share or to make common. It is a transfer or transaction of knowledge, facts, opinion and among people and organizations as well as an instrumental means through which people can communicate meaning and understanding. I mean, it is a transmission and exchange among us of fact, idea, opinion feeling and atmosphere.

Value of existence is human intelligence. It is a way to make connections and foster mutual understanding. Business Communication is the term used for all messages (sent and received) that are necessary for successful cooperation between three different parties: companies, employees and clients, or groups within a company. You can include formal affairs that take place on computers. Formality is affirmative in business communication and negative in personal and social.

1.1.1 Role of Communication in Business

Business Communication: How to do it effectively? This occurs between businesses, in markets and market places, inside organizations and between different groups like employees, owners/employees, buyers/sellers, service providers/customers also salesperson/consumer and also between people within the organization and press persons. All such communication impacts business. Communication can prove profitable when managed correctly for business. If not, that would look absolutely horrible for the company and possibly be bad business.

Communication is the essence of an organization and its purpose is to effect change or influence action. In every organisation, the problem is how to keep communication functioning. The communication issue is often a management problem. Grave errors occur when orders are misinterpreted. The fundamental problem is that the meaning you understand may not be what the other meant to transmit. We must take into consideration to begin with, that the man who speaks and he who listens are two separate entities in their own right and both of them have defects — a number can occur which may cause distortion in transmitting the message to one another.

When people in the organization talk to each other, it's internal communication. They are doing it to cooperate and achieve same objectives. It could be a government or a shadow government. Modes of internal communication

include face-to-face and written communication. Memos, reports office order circular fax video conferencing meeting etc are a few examples of internal communication.

Outward communication is invoked if staff members converse with anybody outside of the company. These can be clients or customers, dealer or distributors, media, government, general public etc. are the external communication examples.

1.1.2 Definitions of Communication

Communication may be defined as the interchange of concept or data amongst various entities; and its object is to create common ideas, feeling and to secure action. The use of either spoken or written word (or in the case of sign language, signed word) to communicate. It is the sharing of facts, ideas and even prejudices in creating commonness of interest and purpose.

As per the American Management Association, 'Communication is any behaviour that results in an exchange of meaning'.

According to Peter Little: Communication is defined as, "The process by which information is exchanged between individuals and/or organization so that an understanding response results".

Newman and Summer Jr. quote, 'Communication is the process of exchanging facts, ideas, opinions or emotions by two or more persons.

As Davis, Janssens and Martin write, 'The process of passing information and understanding from one person to another. In this way, it is a bridge of meaning from one person to another. Across that bridge, over the river of misapprehension, one would be able to safely go.'

Louis A Allen: "Communication is every thing that man do when he wishes to create an understanding in the mind of another. It's really about a process of storytelling, listening, comprehending.'

As a result, Communication is mainly for reporting or persuading/requisitioning.

1.1.3 Objectives of Professional Communication

Business communication explains exchange of information within a business or between the businesses with an intention to providing some aspect related to the work in an efficient manner. Professional courtesy is a necessary persuasion in any human relationship between workers, customers and shareholders which results in team building. Its goal is such and such results, as people or groups endeavor to reach an organizational target. It is useful in explaining objectives, planning, conveying decisions, negotiating, listening to orders; selling; meeting well and getting right feedback to the company and their workers - and also customers. This also offers a way of confronting conflict, addressing problems and resolving disputes as well as creating openness.

The purpose of business communication is to:



Fig 1.1 Objectives of Professional Communication

Product ideas/New business Ideas: Innovation and the development of the company are highly dependent on the presentation of new business ideas. Viable approaches to take a business to the next stage are shared in the process. Example: Elon Musk presents Tesla's Master Plan. On his presentation for the vision of Tesla, Musk spoke about several business ideas that included transitioning into / more affordably priced models: solar solutions and self driving technology; et al. What he did was float these options and from that, investors have confidence that Tesla's future technologies are going to be backstopped by the public at large and the investor community.

Business Writing: These are where organizations require documents through which they want to express their ideas so that the projects for looking or implementing of these maybe signified. Example: Amazon sends sellers a businesslike email with new commission charges or policy changes. It gives sellers with spot-on details and outlines EOB (end of business) dates, the effective date and action steps so they can seamlessly transition to acknowledging their new due diligence status.

Implementing a Decision: A decision, when put into action, is referred to as the implementation of that decision. Business execution also calls for the successful implementation of agreed plans achieved to help achieve strategic business aims. Example: Microsoft went permanently hybrid in 2021. They announced the decision in an official blog post and internal memos, outlining how much remote work, versus in-person office work, they would do. This also assisted provided clear guidelines to those who are benefiting to use the new work-method and actually facilitate employees and managers in implementing the new work process.

Consensus on Contracts: The success of any business runs in co-operation with the mutual agreements between partners to collaborate. The establishment of contracts builds understanding between buyers who want to close deals and suppliers. Example: Disney and 21st Century Fox agreed in 2018 to a deal for the sale of Fox's entertainment assets to Disney. The two companies assembled the terms of the \$71.3 billion agreement, months in the making, and responded with press statements but also legal documents to demonstrate what they said had been made clear about deal terms and benefits and satisfying regulator concerns.

Order Dispatch and Completion: Shipping the order is the backbone of customer satisfaction. the company has to process the order in order to deliver those to the customers as per their requirement. Example: Amazon's robots warehouses process millions of orders a day. When a customer orders, the system will create your confirmation email including tracking. Upon venture up, the order is selected, packaged and dispatched out from the nearest store house to ensure prompt reception - less management of logistics.

The Successful Salesperson: The art of successful sales is in getting potential customers to understand the value of your product by communicating it effectively. See also: How Apple was so successful in 2020 – The story of iPhone 12 On October 23, 2020, Apple successfully launched the iPhone 12 and hits record-breaking sales using sharp marketing campaigns, pre orders and retailer partnerships. The company was able to achieve great product presentation and influencer works both online and offline purchases, taking part in a special sale with very high revenue and customer immersion.

Effective Meetings: Team-wide goals and tracking effectiveness start with having effective meetings. Project managers cue the team to measure state of the project at quarterly review meetings and set new performance targets based on progress state for ongoing projects by addressing identified problems. Everyone being in an organised agenda and discussing an idea that leads to a task. To the earliest assemblies of men that had no method or object in at least rote is applied a term, used to indicate anything we do which benefits not. The time invested in keeping purposeful meetings with good management will enable teams to stay aligned as they deliver on what they have set out to achieve.

Provide feedback: This stage of feeding back is a two-faced operation in promoting business improvement and maintaining mutually beneficial relationships. Example: The "Google Performance Management System" is the grading system Google managers apply when providing feedback to employee criticisms. If you look at what this person is doing though ... they're conducting regular one on one meetings, and they're using performance metrics to reflect it back to Rogue the fact that certain goals are being met. It boosts personnel's development, aligning with company goals and we start to innovate.

Success on both sectors relies on effective communication and considerations of stakeholder needs. Organizations enlarge business and establish sound relations which meet goals effectively by meaningful communication strategies are implemented through decision implementation and sharing feedback.

1.1.4 Different Forms of Business Communication

Types of Business Communication There are three types of business communication:

1.

According to the Organizational Structure:

- **Official Communication:** This is a official way in which organizational members can talk about business matters of organization within an organization.

Example: When a manager sends a memo to all the members of the group describing the work schedule and project goals, this is a kind of formal communication. It's professional and gives a nice layout to share information.

- **Small Talk:** Some of it may be professional, while some could be personal or anything in between.

Example: An employee sitting on the cafeteria has a coffee and chatting to a co-worker loosely discussing their weekend trip. This type of communication builds relationships that are not about work.

It occurs with the following directions of communication:

- **Downward Communication-**This communication model is where information comes from the top –the highest management and goes downwards to all levels of management. This is used by subordinates to learn about the organisation, its rules and decisions which are made by superiors.

Example: Think of a manager reading his or her team their company's new policies in front of the entire organization.

Upward Communication Upward communication is information that flows from lower to higher levels of management, often in the form of feedback, a recommendation or even as a complaint. This way it helps the management get to know about their employees' perspective about the problems and other difficulties at work.

Example: A staff member emails the boss with a complaint about being able to get everything done in terms of projects and presents potential solutions.

- **Lateral Communication:** This occurs between two employees possessing the same working rank. Inter-departments interactions of any firm are crucial, therefore different departments need to be linked and communicate properly. Example: Think of staff from different units as a team when they conduct their work in meetings.

- **External Communication:** This refers to the communication with those people that are outside the organization namely customers, stockholders suppliers, partners and many other regulatory bodies. Higher levels of sales, organizational operations and total organisational sales revenue are facilitated by marketing communication.

● Example: A company issuing a press release to customers and the media informing them that they are going to launch a new product is an example of external communication. Another way to leverage this purpose is by responding to customer questions or comments on social media in order to build their trust.

Activity: The Power of Effective Communication - Journey to Workplace Success"

Select a company that has an active presence in social media. Examine their content on Twitter, LinkedIn, or Instagram. Focus on recent posts along with how they interact with followers and other stakeholders. Observe the tone used while sharing posts, the frequency of posting, and the nature of content shared, whether it was promotional, informative or engaging.

How effectively does the brand's social media communication align with its values and goals? Summarize the extent to which it serves these objectives and provide recommendations on how the company can enhance its communication strategy to further improve its branding.

That It Is Fit and Proper:

● Oral communication is composed of oral messages and employee-relation discussion on customer relations communication plans such as meetings, symposiums, conventions or colloquium. It "utilizes erases and vocal qualification" to soften the message of a particular message.

Example: Suppose a set of individuals collaborate over the Internet and meet in-person to exchange ideas.

● Written Communications – includes email, text, note, and paper communications in written or signed form. These techniques facilitate communication by making information understandable, and providing a means for the recipient to disambiguate.

Example: Think about sending an email to your colleague regarding the results of the project you are on,

Or even writing up a meeting report to share the takeaways with the group.

1.1.5 Flow of Business Communication

The business communication as such becomes a base on which the success of any organization heavily depends, because it is made up of distinct procedures in regard to information transfer. There are the 7 way of communication; written, verbal, digital,

visuals, Document Sharing and Video & Audio for Business Different people have different business demands but ever business needs holder wants simplicity, teamwork and more productive in the conversation.

Now, let's consider the business world of today – it is extremely important that you choose the right mode of communication to develop good relationships and achieve the appropriate business strategies. By acknowledging the values of both types of methods written reports, email, face-to-face meetings, online forums messages are communicated to intended audiences of organization and a wide range of stakeholders outside organizations in an effective and timely way.

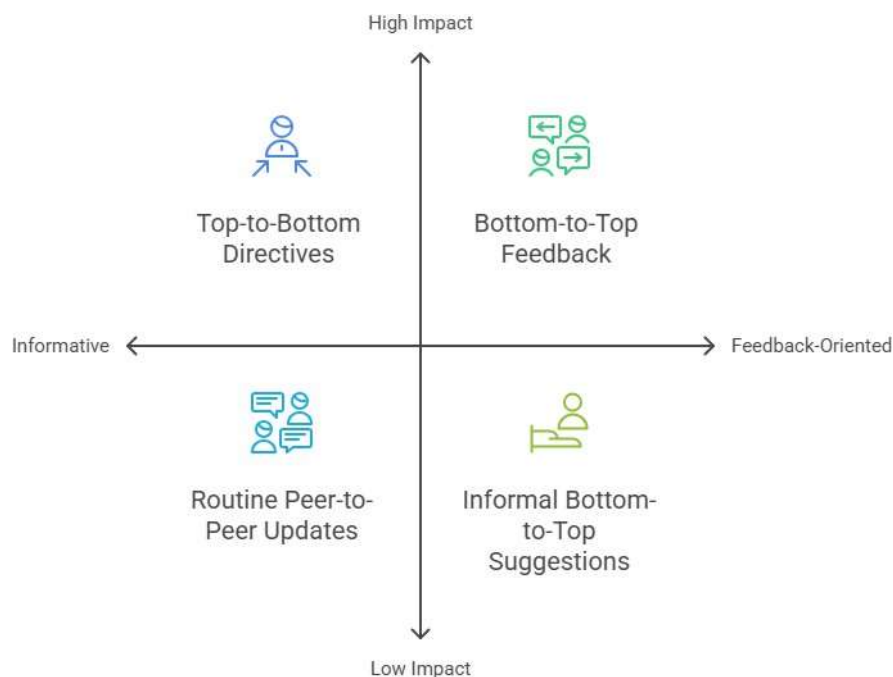


Fig 1.2 Communication Flow Dynamics in an Organisation

Corporate success is based on the effectiveness of communication. Here's how it can benefit the business:

Top to Bottom Top-to-bottom is a communication method within a company, where data is transmitted from the top of the chain of command to those who work at the bottom. There is a need for a rapid means on distributing organizational decisions throughout all levels of the business operation. Thus leaders usually use a top-down communicative approach in order to allow for free flow of information from the top and down the bottom. It's true, top-to-bottom communication can be really effective when that's how its structurally implemented. It could also help to break down silos and boost morale among the team members. At its very worst it can freeze output and compel workers to conform to an oppressively top-down logic.

Peer to Peer: But so much of these and our day-to-day interactions depend on interacting with co-workers. Yes, you should get along with your boss, but I have friends who go days without speaking to their boss. Asking questions, giving information to others, and providing feedback can all be used to complete the tasks. As effective communication will translate into fun at work and party atmosphere.

Bottom up Some functions that it serves in this direction include feeding lower level supervisors and members of the organization. The down-top communication is not very frequent but on the other hand quite efficient. It permits employees to comment on the case and participate in organizational decision-making at a more elevated level.

1.1.6 Why Effective Business Communication Matters?

Why is good business communication so important:

- Democratization: Also when you are working with model of decision making that we associate democracy, those who have little say can be heard. It becomes even more important for business decisions formed with such a strategy in mind and the free flow of information across all organizational levels to facilitate planning.
- Raise Spirits and Keep Employee Motivated: Communication is necessary to increase the level of work that the employee give for the organization. It helps workers to comprehend plans, procedures, problems and corporate objectives thereby positively impacting efficiency.
- Good Relations: Communication contributes to revealing the information of demand and requests for services and needs from workers to the employers. A good relationship with labour brings stability and ensures proper running of a country.
- Job Satisfaction: Between workers and top leadership, communication is open, fair and straightforward. It elevates job satisfaction in accordance with aims of business communication.
- Increased Productivity: Communication unites the staff members and enables them to build a relationship with each other. It confirms that they get shit done and makes sure we can do the same without a MacBook.
- Smooth Flow of Business: Communication is useful to the managers for starting and carrying out various business operations. Communication facilitates managers in the process of planning, organizing, staffing, directing, coordinating and controlling. The ability to communicate well in business is a critical skill good leaders possess.
- Paves the way for Decision Making: It assists the participants to start with or build on what is known, and subsequently make well-considered decisions. 3) Managers use

communication to get information from others or collect it from other sources in order to synthesize it for decision-making.

- Planning: – With the help of communication organizations can make wonderful and innovative plans and policies. It is important for the timing of policies and plans to be based on good or reliable information sharing.

Also, avoid conflicts: To be able to share information between business partners they need to communicate well and there should not be conflicts. Resulting in a lower level of disputes among subordinates, managers and even higher-level management or different departments.

1.1.7 Methods of Business Communication

Effective business communication is very important to the process of developing and maintaining quality interactions with employees, customers, the community and any other groups whose support is necessary in order to reach your organizational goals. Anomalies of the business communication Desirable or otherwise, depend on a selected channel and addressee, and further graphic with its objectives. Written communication (excluding face-face communication), written letters, and telephone are still frequently used. This are the days of emails, video conference calls and social media and in recent times. All of these approaches are employed depending on the size of demand - namely, whether it is formal and urgent or more detailed in nature. In the complex world of business today, relationship issues and managing people or sharing information are vital, for companies to recognize the communication pathways an organisation possesses. The business communication strategies that follow can be applied to any - or all:

Digital Communication: This covers types of communication like Email and instant messaging among them. Among the upsides of emailing and texting there is shaking hands and having a personal converse in any business confusio office roof; forwarding the same message to as many people at once (a few or a few hundred etc).

Phone Gatherings: Have Phone, Will Confer Using the power of the phone allows folks to be where they are and have a short, effective meeting while on their schedule. It's even better, than written as a means of communication because you can hear the sound of the interlocutor and see their body language etc. Cloud phone systems can expedite the onboarding process, as well as promote teamwork.

Video Conferencing: Provided that opportunity meets with principled on-line workers, it is possible for them to meet in real-time. It takes phone call to another level, where you can't even hear a fewer tone of voice...to now where you can sense face expressions and how people are reacting.

Meet In Person: When the opportunity arises, business ideas are easier facilitated face to face. An analysis also showed that, in terms of numbers of ideas, the actual meeting generated more results than its virtual repetition. But, then you cannot just keep calling meeting as and when. It must be scheduled just right.

Reports and Documents Fresh official reports, daily documentation, focus issue documentation, weekly reportage, monthly CSU reportage. The ordering of things which impact other individuals or other groups of an organization is also fundamental, in all organizational institutional communication system. To prevent misunderstandings and to eliminate any need for further provision of the former make spoken or written reference to formulating a document necessary, an extension of the above is necessary.

Presentations: PPRs and thematic talks derive from work done at group meetings. That can be a nice way to generate new thoughts in a format that allows follow-up questions or answers.

Discussion Boards and FAQs: A place created as a workspace where employees can see previously asked department questions, ask new ones to enhance productivity and knowledge.

Polls: Yes yes to Polls, in and out for Points and gauge on critical issues. Another strength of surveys is the customer feedback and organization-wide communication for continuous improvements from shop floor to top floor.

CRM: It might be something to do with customer relations. This can be anything from live chat, customer relationship management, employee onboarding reviews and any other business process.

1.1.8 Workplace Conflicts and their Management through Business Communication

Business communication is applied to resolve a number of issues raised in any enterprise. Here are a few common business concerns that might benefit from clear dialogue:

Ambiguous Roles and Responsibilities: Ambiguity around roles and responsibilities creates a lot of issues at the organization. Which feels like lots of companies as teams rather than firing today – but if there is unclear ownership and accountability in roles, separating an a-hole from responsibilities only pushes responsibility for claims of errors in judgment to “the other team.” All this ambiguity is going to produce is a workforce that won't work and will lie to you when they say they are working. Roles, authority and success criterion. To increase business outcome productivity and staff turnover have to be established.

Inter-Department Communication Hurdles: There is nothing unusual for an organization to have different departments working as autonomous entities with their own unique targets. That can be effective but only if departments do not have to talk to each other or even know about (the) others' activities. In firms of this size, information needs to flow between departments in order for the company to be successful. If the finance department doesn't know what the market research guys do, that's an operational problem. Playing ball is keeping control of the process and spinning a big picture.

Unambiguous written messages : We frequently generate and circulate written reports on fresh problems/news or changes/changes in the company as well we modify a new method (in certain cases). Yet the badly written posts seem to both confuse and enrage staff members. An investment in contrastive communicative messages that were clearly written and readable would mean that the audience actually understood the messages sufficiently well to act on them.

Negative Usual Service: For the bonus bad-your-customer experience, blocking internal discussions is a double-whammy. Notice that two conditions hold for the customers opposite to clerks. Second, all this low staff morale doesn't make for a pretty customer experience. Good business communication is required for good services delivery to the customers.

The partner's relationships as well require physical proximity where employees form business and social network relations. Some prefer the communication that is absolutely totally free, where they could speak to their managers while others have already come up with a lower one that's now being delivered in their sort of communicating. At least one thing is obvious and that is the purpose of business communications is to further your business in some way or another.

Did You Know?

70 percent of workers indicate they would be more satisfied and perform at a higher level if their bosses communicated with them in an open, honest way.

68% of People Quit because You Don't Explain Why (Source) "Poor communication is one of the primary reasons that people quit organizations.

1.2 Aristotle's Theory of Persuasion

1.2.1 The Persuasion Triad

The ancient Greek philosopher Aristotle (384-322 BC) compiled a list of properties of things and ideas in the known universe. One of his most basic discoveries may have

been in the elements of speaking. The known universe was smaller back when Aristotle described the “three appeals” that make up rhetoric — but they’re timeless.

The Trinity of Persuasion

Consider any act where a speaker attempts to persuade another person or group: We might initially recognize that someone is arguing a point. From arguing in school to hawking things on TV, persuaders make a case to win over an audience so the audience will do something. The persuader has a) an objective, b) an audience and c) needs to get that message before the audience. Namely, he/she has to convince them to do something rather than an authority figure demanding that they. Aristotle revealed the art of persuasion to be composed of three parts:

Logos — Appealing to Logic

Pathos — Appealing to Emotions

Ethos — Ethics, Morals & Character Appeal to your audience’s ethics, morals and character.

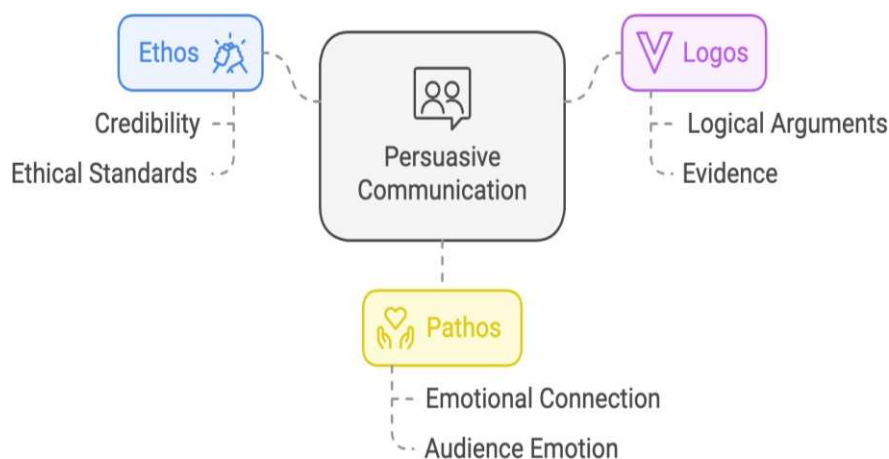


Fig 1.3 Mastering Persuasion

Scenario: A marketing manager attempting to persuade the team to start using environmentally friendly packaging.

- **Pathos:** Imagine the sea-shore littered with plastic wrecks and trash – a silent murderer, responsible for killing more than a myriad sea animals. This is the rubbish you are carelessly littering in to ocean damaging and killing wildlife. And this sad scenario will always keep unfolding unless the present situation is reversed. But it doesn’t have to be this way. Choosing only an eco-friendly package as an option – this is the way to solve and save nature for generations.
- **Logos:** 73% of consumers surveyed wish to buy from sustainably-minded businesses, also the case in aforementioned study. By switching to biodegradable materials, our

product waste can be reduced by 40% and become recognized as an environmentally friendly company within the field.

- **Ethos:** As a leader of campaigns for over 15 years, I recognize that aligning our brand with the right values generates more than just customer fidelity—it produces a strong public perception of our company. It is important for us to work with certified ecological suppliers who ensure care production of our goods.

Ethos is established in the marketing manager's position of power, creating an audience expectation that they will follow their vision as laid out in this proposal. Pathos convinces emotions through visualization of an environment and encourages the team to act out of responsibility toward it and hope. Logos draw again on reason as soon as it says that is not just cool, because firms using sustainable packing are likely to make 14% more revenue and they help save waste too. Taken together, they make compelling speeches and this is the linchpin argument that would motivate everyone on the team to do something both ethically and strategically sound.

Ethos, Pathos, Logos and The Art of Writing persuasive business case!

Ethos, Pathos and Logos, as well as pimping them out, are typical rhetorical devices in business communication trying to influence or connect with its listener. The 3 are predicated on Aristotle's concept of persuasion. These are key elements in the manner businesses relate with their stakeholders, customers, employees and to the outside world. Let's explore them a little more and for each, some examples of how this can be used in business communication.

Ethos: Credibility and Trustworthiness

Ethos is just the character — credibility or veracity — of the speaker. This is just to ensure confidence and capability of this person in the destiny and let's trust on the message from audience being communicated. The business communication ethos assists a company in showing confidence in their products, services, or leaders.

For instance, Tata Group: Moral Leadership and Corporate Sustainability

Case study Tata sons or now Tata group is one of the largest conglomerate company in India, in which its business runs on TATA Code of Conduct and social responsibility.

Ethos in Action:

- The Tata Group values entail honesty and trust, the group re-invests at least 2/3 of profits back into pursuits such as charitable causes (for example, the Tata Trusts).
- Tata has also rebuilt the Taj Mahal Palace Hotel after the 26/11 Mumbai attacks but he also stood for his employees as well as their Indian families.

Leading this company under the Late Mr. Ratan Tata is extremely responsible towards stakeholders and committed to sustainable value creation believe.

Results: This perception has led Tata to become one of the most ethical & trustworthy brands in India and internationally among business entities.

Pathos: Emotional Appeal

Pathos appeals to what the audience feels. It can elicit fear, sympathy, passion or happiness to prompt a reaction or an action. In business communication, pathos is employed in advertising, customer service, or other activities where an emotional connection can force interaction or bring about change.

Example of Pathos:

An example of pathos is the holiday season advertisement for Coca-Cola, which shows a family smiling and drinking Coca-Cola products. The ad features heartwarming music and themes of togetherness, happiness.

Using feelings such as happiness, nostalgia and love, Coca-Cola manages to rise above selling a drink and relate to the viewer. The consumer is emotionally attaching themselves to the brand by feeling belonging or warmth from the ad and this allows their association of a positive emotion with the brand. And this emotional appeal not only makes the consumer buy the product, but it also generates loyalty and brand loyalty.

Here the pathos is used for

- Elicit positive emotional responses (e.g., happiness, love, nostalgia).
- Create a lasting bond with the brand to happiness.
- Shift consumer behavior through tapping into emotions.

Activity: Analyse Emotional Appeal in an Advertisement Success"

Watch a contemporary TV advertisement or online ad produced by a prominent brand. Understand the emotional techniques which this advertisement applies to reach its target audience. The advertisement triggers either positive emotions of happiness and nostalgia or empathetic responses. Evaluate the emotional techniques in the advertisement using music and visual elements and storytelling while determining their impact on consumer responses. Recommend new strategies for the brand to intensify emotional appeal which would strengthen its advertising message.

Logos: Logical Appeal

Logos is an argumentation based form of persuasion that employs logical, factual, statistical and data evidence to persuade an audience. Involves reasoned discussion supported by evidence, facts and strong logic. Logos are particularly important in business communication, when one is selling or pitching a sale, an analysis of financial reports or building a case around some objective information.

Example:

For example a financial analyst sharing information with the board of directors on revenue trend, market share and future growth of the company. The analyst employs graphs, charts and statistics to back up the statement as to how a new market would increase profitability for the company, depicting an equation with solid financial return (ROI).

In this case, logos are displayed by:

- Fact-based reporting (graphs, notebook*, financial statements).
- Rational deductions derived from factual evidence, including forecasts of growth and market trends.
- Compelling, reasoned arguments to persuade the decision-maker to accept the new market plan.

Logic and facts put together so that from fact, your argument is hued not in emotion or hearsay, but concrete evidence makes it sound more convincing to the people.

1.2.2 Integration of Ethos, Pathos, and Logos in Business Communication:

Experiential effectiveness of business communication invariably combines the three rhetorical strategies –ethos, pathos and logos- to deliver message. A great opening will create a multi-layered impact of feelings, rationality, and trustworthiness in your message. How it can function:

Example 1: Apple Launch Event.

Every year Apple has unveiled its new products, offering the fines moment of ethos and logos inflections in contemporary rhetoric:

- Ethos: Tim Cook and other leading Apple officers surmise the company, not only through leadership but also brand reputation for innovative technology and quality-made goods.
- Pathos: The event is designed to elicit excitement and awe with music, dramatic product unveilings and testimonials that make the audience feel like they are in tune with the vision of our future Apple wants us to have.

● Logos: Apple would provide logical apo rationale on why this next product was different in the new categories, through tech spec and feature comparisons to old model, so that all could see that performance, form factor (design) and function are all better.

It ensures that it will appeal to an audience on all the levels- emotional, intellectual, trust basis so people not only like the product but also buy into it. Ethos, pathos and logos are three important tools in the art of persuasion. Utilizing ethos (credibility), pathos (emotion) and logos (logic), companies are able to develop messages that speak to a broad, diverse spectrum of people; trigger behavior change; and ultimately generate loyalty. Whether in a marketing presentation, a keynote speech or a mission statement, they help businesses to nudge people in the direction of their intended action.

Example 2: Advocating for the Adoption of Digital Payments in India (INR)

The Indian government, or a fintech firm, launches an initiative to promote the use of digital payments platforms, such as UPI, for day-today transactions. The message could be about the ease, safety and benefits. The advert makes great use of ethos, logos, and pathos.

Ethos (Credibility):

● The scam involves recommendations from reputable figures like well-known Bollywood actors, top government officials or experts in the field of fintech. For example:

Official: UPI platform safe, secure A government official tells users about the safety of UPI platforms.

● Believe: Small business owners and shopkeepers who have successfully embraced digital payments are TBEM's credibility anchors.

Logos (Logic): The campaign offers straightforward, evidential information to reinforce the benefits of digital payments:

● "Small businesses can save ₹10,000 annually on cash handling cost by using UPI."

● "UPI transactions, which were at only ₹1 trillion in 2018, have grown to exceed ₹12 trillion by 2023, indicating the populari

widespread acceptance."

● Demos underline how easy it is to give the ₹50 back to a tea vendor or transfer ₹5,000 securely

with a single tap.

Statistics and examples are both logical and have a pragmatic appeal to an audience.

● Emotional Appeal

The campaign also takes it a step further with touching stories like:

- A vegetable vender who kept her business open during the COVID-19 lockdown by accepting digital payments so customers could pay from home.
- A daughter teaching her mother UPI is about change and empowerment.
- The theme “Step ahead with Digital India” creates pride and togetherness.

It’s a mixture of cred and logic and heartstrings that will definitely cut through in this campaign messaging, leading the American consumer to integrate digital payments into their everyday routines.

1.2.3 The TRUST Equation

The TRUST Equation acts as a lens through which people or indeed any organisation can look and get insights about what is going on in relation to the components of trustworthiness. These are specifically to do with personal relationships, business and team performance. This subject profiles the factors identified in the TRUST Equation quantities which can generally be expressed as; $\text{Trust} = (\text{Credibility} + \text{Reliability} + \text{Intimacy}) / \text{Self-Orientation}$, each of which are significant contributors to building, sustaining or eroding trust.

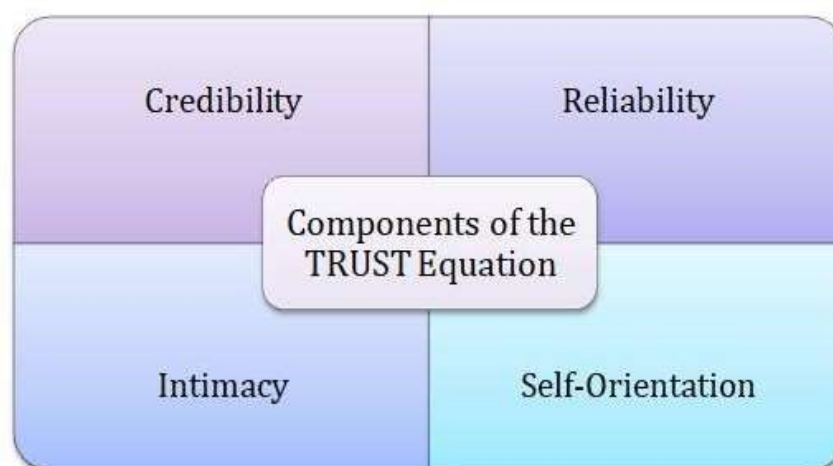


Fig 1.4 Components of the TRUST Equation

Credibility refers to the degree a person or organization is perceived and accepted as competent and knowledgeable. Its know-how, professionalism and capacity for

keeping its word. Earning credibility means demonstrating your expertise in a certain area and remaining transparent about what you're good at.

Reliability: Consistency of action over time. It is the mirror of what it means to execute on promises. A person or company is reliable if you can count on them to behave the same way over time. This can be achieved by having none or low expectations and then meeting these, regularly.

Intimacy: Intimacy is the emotional connection between one person and another. It is about empathy – sharing one's own vulnerability and experience. Trusting our partners increases with a great level of intimacy since we are comfortable and feel safe around them. Establishing intimacy requires listening and open communication, as well as caring for others.

Self-orientation: Self-amount of self-orientation is the extent to which a person or group focuses more on his/her own welfare than the interest of others. Reflected self-orientation Trust decreases with higher levels of reflected self-reorientation, as this means that one is more concerned with the own gain and less about the others. To build trust, a person must place the interests of other people above his own and exhibit an interest in sharing.

The TRUST Equation is a cornerstone for creating and sustaining trust in personal and professional relationships. Through a focus on credibility, reliability and intimacy, while reducing self-orientation, individuals and organisations can build stronger trust-based relationships which will in turn enable both to achieve better results.

Example:

Case: Financial Advisor and HNW Client

Context: An elderly businesswoman hires a famous financier to oversee her multibillion-dollar fortune. Ever since the betrayal she is trying to keep her guard up (because of what other advisors have made her think and its best according to them with their actions), which is why she will trust only who she thinks would.

Application of the Trust Equation:

- **Credibility (What You Say):** He builds credibility with his CFA designation and 20 years managing a portfolio for high-net-worth individuals. In support of the guidance he is offering, Ravi has a thorough market analysis whilst making clear statements as to what investments are expected to be hence making one feel his knowledge and experience can be depended on.

- **What you do [Reliability]:** Ravi demonstrates reliability by responding to the questions Ananya asks, informing her about the performance of the portfolio, submitting/receiving reports at expected intervals, and so on.

If Ananya were to be interested in investing in social responsible sector, Ravi would research on the same and come up with a proposal for the client that meets his requirements. His reliability gives Ananya a sense of assurance about his professionalism.

- Intimacy (How safe you make them feel): Ravi makes her comfortable with knowing Ananya's personal aspirations of giving back through philanthropy and seeing to the education of her grand kids. He handles thorny topics, such as Ananya's fear that she might outlive her fortune, sensitively and discreetly. The result is an open and confidential dialogue is created: a risk free zone for candid conversation.

- Where You Point Your Focus (Self-Orientation): He demonstrates low self-orientation when he is focused more on Ananya's requirement than his commission. For example, he advises low-cost index funds instead of high-fee products that would serve his interests better. Chris makes sure to be several steps ahead, advising her on proper tax-sheltered strategies and pushes for the best financial health.

With stakes including credibility, reliability, emotional connect and client-first attitude he wins the trust of Ananya. He's in a position where he much of the portfolio management pressure off the back and also focus more on her personal passions and philanthropy. This case therefore provides insight on how the high level of trust in a high-risk practitioner-client relationship is developed and should appeal to an audience interested in trustworthiness and competence in financial/advisory settings.

1.3 Principles of Communication

Arthur W. Page Principles of Communications are a set of principles, which have become a code for corporate communications over time. Arthur Page was one of the early century and mid-century public relations and corporate communications luminaries who worked with AT&T. He assisted in defining the role of public relations within organizations, and he developed some principles that served as underlying themes to his philosophy of counsel.

communication strategy. His core values were grounded in honesty, transparency and accountability in corporate communication.

Arthur Page, the man responsible for creating corporate communication and a maverick in public relations offers 7 principles of communicating with stakeholders. The following is seven Arthur Page principles as translated to the current, dynamic communication environment:

Tell the truth

Elixir of communication is honesty. Companies need to be transparent and disclose information honestly. This is a principle that nurtures trust and legitimacy, two qualities you need in order to keep your partnerships going strong.

“Tell the truth” is considered by some to be one of the most important PR principles. Information about the company's activities, whether positive or negative, has to be actively pushed. It outright presented it in a way that made the organization look good. According to Arthur W. Page, the "the deliberate attempt to make available all legally reasonable information—whether positive or negative in nature— in a manner that is accurate, timely, balanced, and unequivocal, for the purpose of enhancing the reasoning ability of publics and holding organizations accountable for their actions, policies, and practices".

Context Review-The Tata Motors Case and How They Handled the Nano Car Fire Incidents Background:

From the time Tata introduced the ‘Nano’ – aptly described as “people’s car”, many cases of such vehicles catching

fire causing endangerment to their customers and therefore tarnishing the company. Application of "Tell the Truth":

- Admit the Problem: You wouldn’t hear many other companies going “OK you are right, and this is an issue which we need to fix”. Source They did not: That could be why they never ignored or made light of the complaints.
- Transparency: The Company conducted an extensive investigation to understand the underlying cause. It dismissed the flames as an isolated incident and not an issue with the Nano.
- Precautionary Measures: Waived charges for the modification of cars which were not a critical issue but has made cars more safe to everyone using Nano from Tata Motors as well.
- Ongoing Communication: Milestone updates with Nano owners and the media allowed the company to keep both placed holders of Nano as well as other interested parties updated on the process.

Result : Nano failed but truth and transparency saved the day for Tata Motors. Their response was inline with the company policy, and what we call clearly doing business like it should be done "Be Honest Be Open Be Responsible" Shop_keeper's response is based on above standard being (customer confident) which value of TATA Group Companies.

— Takeaway Organizations owe public responsiveness at the top and when there are problems.

Prove it with Action

Words themselves are insufficient and must be accompanied by actions on the part of institutions. Visualizing the commitment through real actions is also a way to down ground words and on behalf of relevant interlocutors that the organization means what it promises.

Public perception of an organization is based primarily on its actions—90% on what it does and 10% on what it says. Arthur W. Page maintained that an organization's credibility depends largely upon its behavior. In an interview he stressed that "how a business carries itself is 90 per cent of what it does, and about 10 percent in talking". Page thought that words were insufficient. Worden said it is "lip service" to tell the public what they want to hear when a company's actions don't match its message. To Page, an organization's dedication to the public can only be seen by how it behaves -- one action is worth a thousand words.

Of course, publicity is a feature of public relations, but in business — in most human affairs — what you do matters far more than what you say. You can always work up an excuse that sounds plausible based on true facts, but over the long term in business you cannot cheat people. If an org tries to fool even some people for just a short time, it is always going to end in disaster. Businesses succeed or fail based on their true character and the alignment between what is said and done.

Page was of the opinion that the public relations function should do more than concentrate on publicity. [He thought it would serve more as] Some, "what you do for the public and how you do it was less important than what you tell the public". He underscored this with a statement such as: "A companies reputation is determined more by what it does than by what it says".

To effectively serve the company, Page reasoned that it was important to know what the public wanted and needed. He also emphasized the need to brief senior decision makers and employees on public reaction to the company's products, policies and practices.

Page's idea wasn't merely to spread the gospel in order to evolve business toward greater transparency of communication; he was doing something that was asking the company to listen harder about how its customers felt, reacted and desired. He aspired to a company that would operate in the public interest because those public relations comprised all of the legitimate interests of corporate stakeholders. He came to see the importance of observing and trying to understand on that basis, as well as he could, how corporate actions affected public opinion in order to better serve the public interest.

“They learned you had to pay attention to the public by listening in on everyone, inside and out.” He then suggested a system whereby “questions, comments, and criticism on the part of employees transferred to the company” will also be fed back into management so that it knows what position in public opinion the business holds. He said that listening to the media, the public and yes, even its own employees was crucial because it enables a company to base what it does on people’s preferences and not simply on the basis of its own ideas.

Contextual Review: Mahindra Group

Context: India had severe shortage of medical equipments like PPE kits, ventilators, hospital beds and ICU support etc in the pandemic. The leadership of the Mahindra Group under Anand Mahindra acted in such tough times and was quick to challenge these issues.

Actions Taken:

- **Ventilator Manufacture**, in early 1972 the company redirected its production lines in the design of low-cost ventilators and other essential medical equipment for Minister hospitals.

**** Conversion From Hotels to Quarantine Centres:** The directors offered their resorts and properties for use as quarantine centres for Covid-19 patients.

- **Support for Workers:** Dealing with the problems of its people, Mahindra ensured their safety and financial well-being including providing transport facilities to help getting home at discounted rates and medical care for shop working factory.

- **Community Contribution:** Even Mahindra and Mahindra Group of Companies chairman, designate Anand Mahindra pledged 100 percent of his salary to this noble cause. The company also donated millions of dollars to both public and other voluntary programs, as well as local charities.

Result: It's a great testimony of Mahindra Group's global leadership, social sensitivity and corporate community commitment during the crisis. These were concrete steps that upheld their promise, articulated their ethical business and conveyed the message of actions speak louder than words, as if customers need to prove they are credible by what they do and not just say.

Listen to the Customer

Arthur Page’s “Listen to the Customer” discusses listening to customer’s feedback, feelings and desires in framing business models or communication. It’s ‘the customers, stupid’ He said that businesses have to listen to their customer and also speak with them by taking onboard what the customer expect from them, what keeps them up all night worrying about and not wanting in life. Listening lets businesses create products

and services, as well messages, that speak to people's desire, which in turn builds the trust and loyalty they're seeking.

(Supply Chain Asia) PANIC/EMOTION BASED DISCIPLINE 4 of 6 Customer Obsession- There's the powerful instance of global sportswear company Nike, which has embraced customer-driven innovation through its 'Nike by You' approach. This is a direct copy of what Nike Inc S is doing in their strategy for building their customer engagement approach.

Application of the Principle:

Here Nike offers the ability to select colors, materials and even include personal notes on your shoe. Nike's data strategy was a hit with Nike's customers that it responded an insight "Customers wanted customize in the product they were buying and Nike acted on this by making more of it and continues to let its customer become core creators of what they're purchasing.

Results: Nike's approach of really understanding customers is reflected as the company not only a sportswear manufacturer but an enterprise with customer insights. When they involve customers in the design itself, Nike gets:

- Improved: Customer Satisfaction: Customers can be engaged in designing a product and build some ownership and pride towards it.
- Enhanced Brand Fidelity: Custom products such as these bear an emotional connection with your real customers that ensure using branded product again and again.
- Being Customer-Centric Brand: Nike is reinforcing its innovation and customer relationships platform.

Conclusion:

One has to see Nike's own "Nike by You" program as reinforcing, if not underlining, the need to always listen to consumers' needs and wants. By demonstrating that there is more to handling a customer complaint than just meeting the customer's expectations, Nike demonstrates how they can improve their complaint experience. That's a good example of the extent to which companies can tailor their solutions with their aims and service consumers' needs.

Manage for Tomorrow

Communication is an anticipated behavior with respect to short-term planning. An organization must do the best it can to predict threats and opportunities so that its communicative acts will correspond with the challenges and openings. In doing such, the organization is always kept current and ahead.

Arthur Page's "Manage for Tomorrow" doctrine reflects the requirement to predict and be one step ahead of new issues and companies in the business communication environment. It emphasises the need for businesses to not just live in the present but to position themselves and innovate for the future. This calls for forward-looking strategies informed by monitoring for emerging trends and responding to shifts in viewer, technological and industrial perspective. When customers' needs are moving, when the market conditions are about to turn and then being ready to pull trigger not react, a company must understand where their clients' want to go.

Contextual Review Tesla's Strategy Managing for Tomorrow in Sustainable Energy and Electric Cars General Introduction [=string("Tesla's the first company to have a factory on Avenue A and a share price on Avenue B v1")]=] I know this because at random points, some veteran of the dotcom mania might be heard regurgitating such lofty nuggets about Elon Musk's electric car company in eager paroxysms.

There is ample evidence that demonstrates Tesla already sets the pace in sustainable energy and electric vehicles as part of a vision-driven management, which revisits corporate concept "Managing for Tomorrow". Elon Musk's Tesla Motors has never let its eyes drift too far from forward looking innovation and the future we face if ever true the world changed to renewable energy and sustainable transportation.

Challenge

Instead, the traditional car market has relied on fossil fuel with a minimum emphasis on sustainable. Tesla found the hole in the market with regards to worldwide environmental issues related to conventional vehicles and such belief/slash Ponzi scheme that very soon there would be a demand for electric (EVs) and other sources of renewable energy. Solution: The 'A Proactive Approach to the Future' module

[Tesla's] long term strategy is to predict where the energy and transportation convergence is going.

- Innovation and R&D : Strong R&D focus fueled company's new innovation in battery technology, energy storage and electric vehicles performance.

Infrastructure Exemplary: Tesla built a supercharger network around the world, addressing one of the most significant hurdles to electric mobility - infrastructure.

Renewable Energy Solutions: Beyond vehicles, Tesla entered the power generation and storage businesses with its Powerwall and Solar Roof.

- Market Shaping: Tesla is also shaping markets as it clearly has distinguished that electric vehicles are the way forward and a car manufacturer such as world auto power house – Toyota adopted a similar policy owing to pressure from competition, individuals etc of moving the world to more green friendly cars.

Results and Impact

Tesla has taken a proactive approach with notable results:

- **Market Leader:** Despite competing with other companies in the electric cars market, Tesla leads the way by influencing trends of this industry.
- **Consumer Confidence:** A testament to this, Tesla has already established a loyal base of customers by creating and promoting amongst green topic and fresh concepts.
- **Sustainability Impact:** The company has contributed fight against global climate change and also to the growth of renewable power usage.

Conclusion

Managing for Tomorrow in the Tesla Organization The management process in Tesla best explains how an organization learns to design itself to meet today's needs while ensuring that it also has what is required to survive and satisfy future demands. Tesla has positioned itself with the companies working on sustainable and innovative tech to work as the compiler of our future energy system and transportation.

Do PR as if your entire company relied on it

The principle of "do public relations work as if the company's entire business depends on it" creates a sense of immediacy in which the entire way an organization transacts must be informed by PR. PR isn't its own department – it's a tool for the growth of your business. Page thought that PR should be so interwoven with a company's culture and decision-making, because its reputation is integral to how it's perceived (both internally and externally.) This approach requires a

company to get out in front of its narrative and make sure that what it does and says is consistent with its values, mission, and purpose.

A case in point is the response of Johnson & Johnson to the 1982 Tylenol scare. When it was discovered that multiple bottles of Tylenol had been tampered with, resulting in deaths, leadership at the company placed public safety and transparency over profits. Within two days, Johnson & Johnson had gone well beyond recalling millions of bottles of product, speaking frankly to the public about the crisis and trying to restore confidence in its brand. By valuing public relations as a matter of life-and-death to the company along its long-term reputation, the company not only was able to rise above this mess but actually came out with a better brand image after being open about and dealing honest about ethical implications. The decision highlighted how public relations, when executed mindfully and responsibly, can shape a company's future in a tangible way, validating Page's opinion that PR is essential to the firm's success.

Keep Calm, Patient, and Good-Humored

Arthur Page's "Keep Calm, Patient, and Good-Humored" "It is our policy to keep calm and good-natured and patient, both as individuals and collectively. Especially in times of crisis or difficulty affecting mankind everywhere." This quote promotes the view that we need to be composed and able to handle ourselves with others who are not so restrained; even when pressure rises at work or any other situation. This rule calls for a measured, calm and balanced strategy to internal and external communications which commiserate a thoughtful rather than impulsive response. A serene, patient and good humored style is also useful for gaining the trust and confidence of 'political' actors. I know this is rather cliché but it's the heart of keeping good relationships, especially in trying times.

Background Review: J&J Tylenol Crisis 1982

Background:

The Johnson & Johnson Company experienced a sight-disaster in 1982 when little packets of cyanide were found in some tylenol bottles- and tylenol is used extremely widely by the company. This deadly incident resulted in deaths and did a lot of damage to the image of a company. The crisis that erupted over the discovery of lead in its products became an extraordinary example of corporate morality.

Application of the Principle:

Based on that, to show how responsible they were and troubled by the health of their customers Johnson & Johnson made a decision to take 31 million Tylenol bottles off store shelves regardless of the cost. This; the move came quickly, just 2 days from learn of; consumer interest over profits. The company also reportedly provided direct communication with the public to ensure full information on the emergency and measures being used in fight against it.

To get back in the good graces of consumers, Johnson & Johnson came up with tamper proof packaging and sold a fresh line of Tylenol products at a lower price. It has put a lot of work into demonstrating that it's running a responsible company for consumers and prevent having another incident like this go down.

Outcomes:

- Regained Consumer Trust: Managing the crisis transparently and morally brought the society's trust back to Johnson & Johnson.
- Enhanced Brand Image : The way in which to company handled the crisis added more value to it and really succeeded in positioning itself as one of the most respectable and socially responsible brands.
- Industry Benchmark: Tamper-proof packaging had become a benchmark for safety of pharmaceutical products.

The most evident that underlines the significance of being loyal to ethical PR in safeguarding a firm's long-term image is this case of Johnson & Johnson with regard to Tylenol incident. Not chasing the profits at the price of public safety, at being transparent — this is what allowed the company to survive not only a potential catastrophe but also thrive. This case confirms what Arthur Page said (dictum) that PR as an esoteric act when practiced well, is not only the elixir of life for a business organization but also its gateway to prosperity.

Focus on the Positive

The Arthur Page "Focus on the Positive" principle encourages an individual to remain positive: to look at the good things an organization does, its strengths, its achievements and positive attributes as opposed to what it doesn't do very well or where it has failed. It is based on that notion, too, that public relations cannot just deal with crisis but should promote the good a company does. Dwelling on the positive gives companies an opportunity to establish trust, goodwill and strengthen their image among both constituents and stakeholders.

Contextual Review: Reliance Industries: Digital Empowerment in COVID 19

When the world was reeling from COVID-19 and a simultaneous collapse of the economies, Reliance Industries' subsidiary Jio platforms was turning India digital. It ensured that millions of Jio customers stayed connected when they wanted to work, learn or relax remotely. It also introduced policies to make it easy and cheap for small enterprises to change things with the new e-commerce model.

This charity wing of the Reliance (Reliance Foundation in particular) will be able to provide essential medical, some amount of free food for poor and all possible support towards healthcare staff of operating hospitals. Chairman

Mukesh Ambani focused on spreading a message of hope among the public by saying that India and technology will rise above the crisis.

Outcome:

This move was also a good public relations to Reliance Corporate image of caring corporate organization ready to alleviate and help the country jump back on its feet, as it promoted goodwill and business confidence.

1.4 Foundations of Interpersonal Communication

Interpersonal communication is essential for creating strong relationships, facilitating group work and solving conflicts. It is about the exchange of verbal and non-verbal signalling, active listening, emotional intelligence, as well as understanding what's

going on. If one can grasp the depth and nuances of these frameworks then as an adult such a mature audience can apply it to their personal & professional lives.

The Communication Process

Communication processes are the underlying vehicle for all forms of interpersonal communication. It is a chain of operations that achieves communication between two people. Every part of this process serves a crucial function which enables us to deliver and receive messages the way we do.

- **Sender:** The person who initiates the communication by encoding a message.
- **Message:** The essential information (e.g., idea, feeling) that is communicated to another person.
- **Encoding:** This is the process through which thoughts or ideas are translated into words, gestures or symbols.
- **Channel:** The medium used through which the message was transmitted. such as in-person talk, phone call, or e-mail

Receiver: the person or group who will receive the message.

- **Interpretation:** The sense of the receiver.
- **Feedback:-** A response from the receiver which then reflects back meaning of the message or whether it needs to be elaborated further for understanding.
- **Noise:** External or internal distractions that hinder the accurate delivery of the message.

Recognizing and overcoming barriers such as physical noise (background distractions) or psychological noise (emotional biases) is vital in maintaining clear and effective communication.

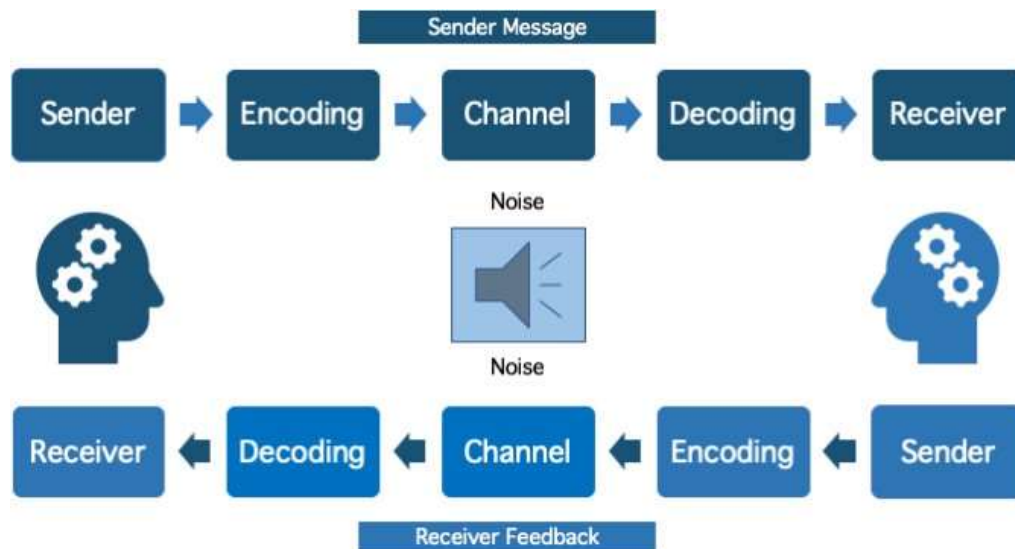


Fig 1.5 Key Elements for Effective Communication Exchange

Verbal Communication: Precision and Clarity

Talking is still one of the greatest forms of human communication. It enables a man to say what he has, to briefer and less undue length, it is true, than were possible before him, but so that his meaning could be generally understood and regarded. The most important thing to remember about language is that it's something we all share: a set of symbols and rules. It's both a tool and an obstacle; with the language we use, we mold our relationships, sway our choices and convey our values.

For an adult, one has to be able to change language in order to fit-in with the situation and the people.

- Clarity and conciseness in complex matters is crucial, particularly in a work place. Second, specificity in the message prevents misinterpretation. The clearer the better received.
- Tone of Voice- Tone is what you say, and the way you say it. Its purpose isn't to make you "right." Its purpose is to guide and stabilize the direction of that discussion. A warm, sympathetic tone will turn a potentially unproductive conversation into an effective one, while a cold or a hard-necked tone simply leads to defensiveness. Sensitivity to the emotive content of one's voice can foster rapport and trust.
- Cultural Meaning: Words can have diverse meaning because of cultural variation, social organization and cultural context. The context in which the communication is made is important.

Non-Verbal Communication: The Silent Messenger

The 'second message' or paralinguistic communication – so often more compelling than the words spoken – is another vital one. Those are the movements, position and direction of the body from face down to hands, arms and even eyes. All these non-verbal cues are continuously sent out and have a constant effect perception relationships interaction. While spoken language allows for the sharing of ideas, nonverbal communication highlights meaning: all the feeling, attitude, and intention that can be left unexpressed by words. Whether in the context of work or daily life, understanding and learning these nonverbal cues is helpful for communication. Nowadays we are more connected than ever, knowing these subtle cues can help improve rapport with others.

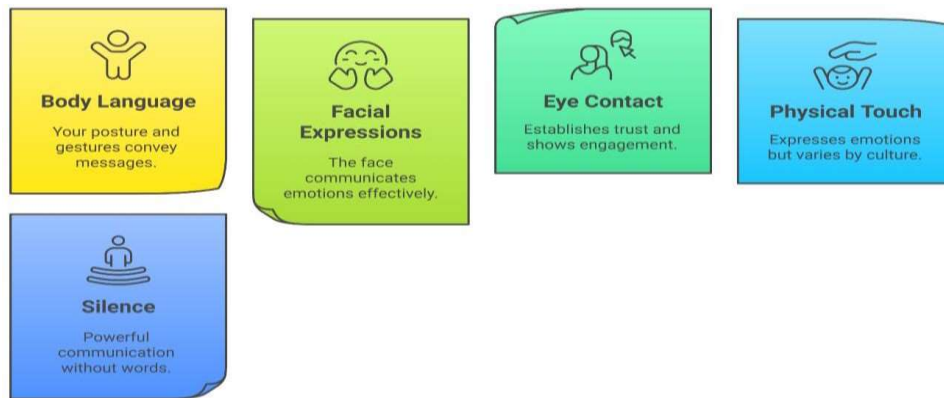


Fig 1.7 Non-Verbal Communication

- **Nonverbal Cues:** The way you stand, walk and move your hands can reinforce or offset what you are saying. Open body language, such as arms that are not crossed and maintaining eye contact, indicates a certain degree of openness or interest, while closed body language can indicate discomfort or defensiveness.
- **Expressions:** The face is probably the most expressive part of our body. A smile, for example, communicates warmth and openness, while a furrowed brow indicates confusion or trouble.
- **Eye Contact:** Direct eye contact builds trust and rapport. It indicates the person listening and paying attention, yet too much eye contact is confrontational, and less than necessary gives an impression of disinterest or dishonesty.
- **Touch:** Physical touch can be a way to show love, support, or companionship. But there is huge variation across culture and circumstance. Then there is the right touch at the right time.
- **Silent:** Some things do not need to be spoken; the absence of them is stronger than words. Taking in a comfortable silence may mean thinking, being uncomfortable or wanting some space. Silence can also be a show of consideration or deference to other people's thoughts.

Listening Skills: Engaging Act

Listening involves more than hearing words; it is an absorption of the message, feelings and expectations underpinning them. In other words, good active listening is to support great communication and the act of really understanding others.

- **Active Listening:** Listening well, and active listening especially is an important and basic of interpersonal communication. This means not only listening to the speaker but also that they genuinely understand what is being said to them. It represents undiluted focus on the speaker – When there is anything that could distract him/her from the conversation at hand, keep off. Interrupting not only can sabotage comprehension, but it may also send a message to the speaker that you don't value their time. Another aspect of active listening is to paraphrase the speaker and respond to him. This feedback can take different forms such as summarising, paraphrasing or questioning feedback. But there's another vital dimension that emerges from effective active listening -- the establishment of a personal relationship or rapport in work settings or other situations, because it implies respect, politeness and interest to understand the counterpart.

- **Listening with Empathy:** Empathy is the capacity to recognize how another person feels or sees things. There are levels at which fate, you might say, can be met only by empathetic listening — meaning listening not just to the words spoken but also to the unspoken feelings and intentions. To listen emphatically is to listen otherwise than in terms of the index of words and code... into content as being affective and emotive, intentional. The emotional dimension of the communication is also very important in that it can sometimes be more significant than what's said in words by the sender. Empathic listening is also attunement to the communicating with valency, (Verbal and nonverbal message systems), by a,(client),and facilitating an attitude of positive regard, and validation. Instead of trying to solve the speaker's problem, or tell them what they need to do now, an encouraging listener should just try to determine the emotional modality of the speaker and respond in kind. Creating an intimate Emotional Connection is one way to create rapport and lay the foundation of an emotional relationship, this can be very useful in instances where the speaker may have feeling humanities or pressuring. Which is why regardless of whether you're at work or in a personal relationship, empathetic listening, being governments be damned some people might actually have legitimate concerns about safety) is the best way to help facilitate everyone's comfort psychological aspect of information flow in question to be considered.

There are challenges to listening such as distractions, biases and assumptions. It is so easy in the fast-paced environment we live to jump to judgment or switch off when a message seems that it's opposite to what we want to believe. Healthy relationships can only be maintained by acknowledging these obstacles.

Perception in Communication: Experience Shapes

It is true indeed that perception is just a lens through which we understand and interpret the things around us. Our own experiences, biases and cultural background in turn may filter the way we perceive messages as they are conveyed through our interpersonal communication process.

- **Selective Perception:** We pay attention to the information that would validate our pre-existing beliefs or disregard the information in conflict with what we already have in mind. It has bias in it so create lots of misunderstanding or miscommunication.
- **Attribution Theory:** We have a tendency to explain others' behavior in reference to internal or external forces. Our attributions can be biased. For example, that someone is late because he is lazy and not because of traffic may cause mistakes.
- **Stereotyping:** Stereotyping involves making assumptions about other people based on generalized concepts. It is also stultifying with respect to communication because of the inhibition of an openness to the complexities of people's experiences.

Emotional Intelligence (EI): Self and Others Awareness

Emotional intelligence is the ability to identify, perceive and understand emotions of your own or others. You're also more effective in terms of your emotional communication because you have an increase in empathy, self-control and social competence.

- **Self-awareness** – Being consciously aware of an individual's own emotional state increases the ability to control his/her response during a dialogue. If you know that you're angry, for example, then you don't blurt out the first thing that comes to mind.
- **Self-control:** The capacity to manage one's emotions, particularly in difficult and high-pressure situations, results in better responses.
- **Empathy:** The power to be able to get into the feelings of others is a key skill in effective communication and fostering healthier relationships.
- **Interpersonal:** This includes effectively dealing with relationships, using conflict resolution in a constructive manner and positively influencing others.

Activity: Reflect on Emotional Intelligence in a Personal Interaction Success"

Examine how emotions affected a recent personal or professional encounter. Review your handling of personal emotions combined with your response to the emotions displayed by others. Assess your usage of empathy alongside your self-regulation abilities alongside your communication effectiveness in this experience. Write an analysis showing how emotional intelligence influenced the conversation while

suggesting one improvement for your emotional intelligence skills for future conversations leading to positive results.

Context in Communication: The Role of Situation in Understanding Meaning

Context of communication is the way the message in the communication is read, it could be formal or informal depending upon the chosen situation. It is not restricted to physical circumstances." Context is a quality that requires the interaction in order for the process of communication to proceed.

- **Cultural context:** Culture has a major impact in the communication. In some societies, confrontation is rejected, while other groups encourage it. Therefore, understanding cultural difference can enhance the effectiveness of communication.
- **Social Context:** Communicators' relationship to each other affect the way messages are delivered. Note, for instance, differences in tone and attitude between addressing your professional peer as opposed to a friend or family member.
- **The psychological context** is concerned with the mood of the people who are discussing. These mind or emotional conditions can also warp how the message goes out and is absorbed. For instance, anxiety or anger or stress can interfere with the communication.

Conflict Resolution: Managing Differences

The conflict is a necessity in any relationship, but the dealing with it really does bring you closer. Getting conflict resolved involves communication and empathizing is necessary for creating solutions that serve both parties.

Collaboration :A process that yield a solution in which all parties concerned would meet their needs, encourage longer-term cooperation.

- **Compromise:** Sometimes you just have to meet in the middle for peace, and both sides may need to yield.
- **Avoidance:** Dodging is beneficial only in small things; it can do more damage by fixing the fire in long run.
- **Accommodation:** One party capitulates to the other's demands, treating the relationship as more important than the issue at hand.

Interpersonal communication is dynamic and ongoing, and needs attention, comprehension and skill. In honing strong in-person communication skills, unless they can play off the following advice, active listening and demonstrating empathy, emotional intelligence and awareness of other cultures are essential for grown-up

professional relationships. These can be used to effectively comprehend and navigate more complicated human interaction.

Did You Know?

“Employee engagement is critical to the success of any organization. When people are engaged, they are more productive, motivated, and committed to their work—in both the short and long term.”

1.5 Summary

❖ Business communications is transmitting of information and ideas from one individual to another or from one organization to one organization in a particular work context with the required accuracy, precision and techniques, (Hemlin & Allwood, 2009) when changes are desired.

❖ Aristotle's definition of the three elements of persuasion: These include Ethos (The credibility and character of the speaker), Pathos (The emotional connection with an audience) as well as Logos (The logic and use of reasoning in writing argument). Ethical communication forms the ethical proof (Ethos), emotional probations for the target group (Pathos) and finally shapes logic/physical evidence on the audience (Logos).

❖ Ethos refers to the character of the source or the message being transmitted and to its credibility and trustworthiness. In professional context this means senders are providing reliable, truthful and even customary information on their speaking (or behaving) so the receiver could believe them.

❖ Emotional appeal is also known as pathos. They engage the audience emotionally talking about, for example, hope, concern, or enthusiasm to motivate action or stimulate empathy with message content.

❖ Logos is based on using logic, reasons, facts and figures to engage the rational side with proof. In the world of business and organization, professional communicators engage in a logical, fact-based process that helps establish a

convincing argument by laying out statistics in the affirmative that seem logical or sensible.

❖ Arthur Page's principles represent cornerstone of corporate communication and PR strategies that are built on foundations of credibility, accuracy and ethical procedures together with development of relationships. These include “Tell the truth,” “Prove it” and “Customer comes first,” among others.

- ❖ These values encourage trust by causing the organizations to behave in a way that reinforces positive outcomes rather than negative outcomes and ensures that the organizations actually practice as they preach to us, or at least practice while maintaining consistency with what they tell the public and their stakeholders. And it's the honesty of all speaking that helps with trust building in the organization.
- ❖ Two people and the purpose of the communication come face to face when we talk about : Interpersonal communication. The emphasis is on appropriate 'people' skills that demonstrate the potential to be polite, accommodating, and sensitive to what people are saying inside as well as outside (the work) environment.
- ❖ There are a few typical obstacles such as language, culture, listening disability, emotions and the body. Good communicators know and overcome each of these barriers to ensure that their communication is received as intended.
- ❖ Professional communication- use of Feedback, self-assessment and practice for continual improvement. These are listening, to be clear, flexible and be sensitive emotionally and one shall have positive attitudes towards the conflict as those occur in communication process.

1.6 Key Terms

Persuasion: The process of guiding change in a target's behavior, attitude or beliefs toward a predetermined end through communication.

Ethos: A gesture that appeals for reverence of the speaker or communicator's personage or characteristic.

Pathos:Appeal to emotion or efficiency, pity or action toward the speaker/cause for the audience.

Logos: Reaching an audience by convincing them with logic, facts and figures.

Transparency: It is the terminal policy on which everything lays down in open and looks are not taken off, there absolutely nothing hidden under the carpet.

Active Listening: The process of listening attentively while someone else speaks, understand and remember what is being said for responding to it.

Feedback: Comment or response given to an individual about his/her behavior, mode of communication, manner of work and/or presentation in order to facilitate improved performance on later occasions.

Reciprocity: This principle suggests that a favor or, for your case, gesture is repaid by the other member in order to promote extended and better interpersonal communication as a means of encouraging persuasion.

Sound Advice: Counselling and constructive criticism given in an attempt to correct behavior and output when an effort has been made to improve the quality of input.

1.7 Descriptive Questions

Explain the three types of appeals (ethical, emotional, logical) as defined by Aristotle's theory of Persuasion. When might you use each of these most effectively in professional writing?

How is Aristotle's notion of credibility applicable to persuasion in the workplace? Explain the way credibility in business messages can be established.

Define pathos or the appeal to the emotions in persuasion. What function does this specific stage serve within the practices of communication in terms of how pathos can contribute to sound decision-making regarding professional discourse?

Arthur Page's principles center around being ethical and timely. Where can they be applied within organization to start gaining trust with employees?" — How & where to apply "Tell the truth" and "Proof it w Action" in a company.

What does Arthur Page advise about "Manage for Tomorrow" mean? How can this principle applied to crisis communication in order for the organisation's image to be enhanced?

Elaborate on the purpose "Control the Positive" and discuss how positiveness of messages can affect public relations by the organization at time of crisis.

The individual relationship to the others may be influenced by nonverbal communication aspects. Analyze the role of gestures, tone, and body language in professional interactions and how those can confirm or contradict what is spoken communication.

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1.9 Case Study

Enhancing interpersonal communication in a multicultural setting.”

Introduction

Business administration and leadership are important critical elements of the widespread business world, whereas professional communication is core in an organizations success. And mastering costly stuff – handling conflict and leading teams to your organization’s goals – is a must-have skill for the MBA student. This case-oriented workshop suggests a learning-teaching method on multicultural professional communication skills especially for work-place usage.

Background

Competitive Profile Innovate Solutions Ltd is a mid-sized technology firm which just opened offices in three countries, India, Germany and Brazil. The company's U.S.-based headquarters oversee these international branches. To facilitate integration, we put together a multi-disciplinary and multicultural project team to create an invention of a new product range within six months.

There was little communication between them after all they had been very motivated at first. Multilingual and multicultural dancers interpreted commands differently according to their working origin, which caused misunderstanding and time wasting. After all, things ultimately reached the ear of the company’s CEO, Clara Ramirez, who instructed HR to look into things and suggest a solution for addressing the poor communication and lack of cooperation.

Problem 1: Unclear Communication

In online meetings, team members groused that directions weren't clear and expectations were muddled. There was also the lack of equivalent language competence, whereby English was the organizational working language.

Solution:

Adhere to a meeting protocol for all written directives given at meetings after the face-to-face.

Broaden the team's business communicative practice to include e-mail communication, structure of the meeting, and remembering the key points.

Utilisation of messaging platform including Slack, Microsoft Teams for frequent.

Problem 2: Cultural Misunderstandings

Members of the cultural diverse groups anticipated differences in hierarchy, feedback and decision making within the organization. Like, some people wanted to know: What are we supposed to do and not supposed to do?)paren I mean, others thought it's confrontational.

Solution:

Set up cross cultural communication sessions to make the workers conscious about other peoples ways of communicating and different corporate organizational norms.

Appoint a culture gatekeeper or team sponsor to act as intermediary and advisor on all matters relating to cross-cultural communications.

Foster a culture of raising question, to refuse prejudice, faculties say directly if they are in doubt or are not happy with something about the project.

Reflective Questions

How can a leader burn with the need for consistency in all communications – and yet be blind to the cultural diversity of other nations?

What can the staffs do individually to have successful communication in the team from multicultural field?

How can we take advantage of technology to address barriers in communicating between organizations with cross-coverage geographic relationships?

Conclusion

Multicultural workplace professional communication is extremely difficult and requires vast amount of tactics. Therefore, all the problems for example; lack of clarity and being culturally appropriate were solved by Innovate Solutions Ltd. simplifying the team's work process and meeting the deadline set. The case demonstrates the

importance of clear, reliable and formal communication network, cultural awareness and adaptation in pursuing organisational goals.

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Unit 2: Self Concept

Learning Objectives

1. Learners will analyze the key components of self-concept, including self-esteem, self-image, and ideal self, and explain their role in shaping personal identity and behavior.
2. Learners will assess how self-concept influences individual decision-making, communication styles, and interpersonal relationships in various social and professional contexts.
3. Learners will explore how cultural diversity and gender roles shape the development and expression of self- concept, with examples from different societies and contexts.
4. Learners will identify and apply strategies to improve self-awareness and self-concept, considering cultural sensitivity and inclusivity in personal and professional environments.

Content

- 2.0 Introductory Caselet
- 2.1 Impact of Self-Concept
- 2.2 Influence of Cultural Diversity and Gender on Self-Concept
- 2.3 Summary
- 2.4 Key Terms
- 2.5 Descriptive Questions
- 2.6 References
- 2.7 Case Study

2.0 Introductory Caselet

“Cultural Diversity, Gender, and Self-Concept Formation.

Aisha is a university student from Saudi Arabia who came to Canada at age 22 to study business management. While growing up in a collectivist society back home, she was conditioned with the honour of the family, traditional role of gender and the community where she belonged. In Canada, she discovered a drastically different environment — where individual expression, gender identity and personal characteristics could be allowed to thrive.

Aisha also had to learn to navigate her cultural background with the new freedom following her life in London. She learned, however, to keep her opinions in check in the classroom; this is respectful of authority and modest. But she also knew that her peers — female students, especially — were thinking and arguing with different assumptions. But, Aisha started questioning to what extent her persona was predestined by societal expectations and their expectations on women.

Daniel, a 25-year-old graphic designer from Sweden, was raised in country where he says gender neutrality and personal freedom are enforced. Unlike Aisha, he never felt the pressures of performing traditional masculine duties. "But when he began working at an international company, filled with people from diverse cultures and backgrounds, he found that his approach to gender and identity seemed inappropriate in more conservative cultures. On a visit to his Japan and India factories, when his counterparts met him, he was caught off guard when they put not his views but the perspective of an older male exec on the table. He knew that culture influenced self image and he wasn't made by culture.

Aisha and Daniel were confronted with hardships which led them to reassess that identity. Aisha walked and Daniel also walked between collectivism and individualism, they change their gender/role perspective. But their experiences show that peoples' self-perception and relations with others is shaped by the images of themselves that cultural diversity -- including gender norms -- project.

Critical Thinking Question:

How do cultural background and gender expectation impact the way different individuals view themselves, as well as actors in society? 10 examples in different cultures.

2.1 Impact of Self-Concept

2.1.1 Concept

Self-concept refers to an individual's total perception of themselves, their physicality, emotions, social entity and the 'whatever else we are that can be named' as a person (Neill 2005). It is multidimensional and can loosely be described as the way a person sees himself. Such percepts generally arise through repeated experience and perception of stimuli, stemming particularly from assessment of society, reinforcements and attributions for one's own behavior.

The self- concept is a complicated construct, that is dynamic and relevant to the standard for people in social, cultural, individual world. It has to do with how a person experiences them self in its cognizing, emoting, and perceiving counterparts in the world as well as behaving. Positive self-concept comprises high self-esteem, and self-worth, good psychological and physical health therefore increased life satisfaction. These positive experiences create positive self-concepts and negative experiences such as criticism, rejection or inattention, create negative self-concepts. Most of the self-organizational facets that we observe in adulthood also play a role if not influenced social, work relation and other stimulations. By contrast a successful job, for example, leads to a positive self-concept and a failed relationship leads to negative self-concept.

Happiness is the net result of what people have made of their life experience. This is what society determines paradise to be: (Happiness=subjective well being) Leading 'successful' subjective well-being lives; whatever the societal factors (relationship status, and work status -employment-, good health, moving up in life..) There are various precedents of life satisfaction including individual, contextual and culture-level factors. For example, they note that people who have social support, more work in occupations or whose physical beings is better also report experiencing the highest levels of satisfaction with their lives. Individuals with optimistic perceptual style, perceived positivity and coping for stress or adversities have better life satisfaction.

The quality of life is how an individual perceives the phenomena related to satisfaction with life, while WHO indicates that it refers to the degree with which an individual expects from life a positive evaluation for its conditions. In other words, it is a measure of one's quality of life and experiences across their lifetime. WHO defines happiness as one of the essential components of health and wellbeing. Linked to good health and general quality of life, life satisfaction is one of the primary measures of subjective well-being. WHO has developed multiple measurement instruments and models that evaluate the subjective health and life satisfaction of an individual, for example- World Health Survey and WHO- 5 Well-being Index.

Two of the constructs that are highly related are life satisfaction and self-concept. Self-concept is what a person believes, thinks or feels about himself in life and life happiness is the assessment that one makes of the quality of his or her life. A study published in the Personality and Social Psychology Review estimates self-

The obtained result was that, regardless of gender, employment, marital, and age status, but particularly those with high self-insight, regardless of other status, from those with little self-insight and high negative self-concept have high satisfaction with life. It is because a positive self-concept contributes to greater life happiness, while negative one decreases the satisfaction of life.

2.1.2 Definitions:

1. Carl Rogers (1951): "Self-concept refers to the developed and accumulated awareness or perceptions that people have regarding themselves. " Self-concept described by Rogers is the person's perception of himself or herself according to abilities or personal dispositions and qualities, and the latter changes-conform personal behavior and personality itself.

2. Baumeister (1999): "Self-concept to an individual's perception of oneself, to their impression of the self and also to the nature and extent of the individual self." This definition gives the cognitive component to self-concept and also determined as the factor, which defines self-identity.

3. Burns (1982): " Self-concept as a person's have image of themselves developing from experience and background." Burns joins the environmental factor, which contributes to the formation of individual self-identity.

4. Lewis (1990): "the self-concept is referring to the existential self and the categorical self. The existential self is the most basic and emphasizes the existence of the person as a unique self. The categorical self includes all the different "roles" we play in our day – to- day life." Such definition introduces the structural view to the self- concept understanding.

5. Markus & Wurf (1987): "Self-concept as beliefs that an individual holds about himself or herself, which influence an individual's reactions to physical, social, and psychological aspects of life." This definition catches in a way the dynamic nature of the self-concept, as multi-vector term.

Its characteristics are connected with other "self" related terms, such as self-esteem, self-image, self-efficacy, self-nonlinearly, which will be explained in the next section with slight – yet crucial – differences.

2.1.3 Elements of Self-Concept: A Perspective from Carl Rogers

According to Carl Rogers, a prominent representative of the Humanistic Psychological School, three factors determine the development of self-concept.

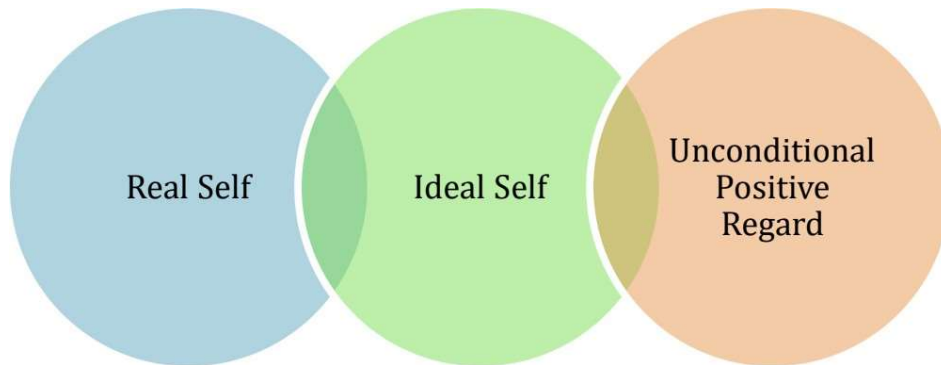


Fig 2.1 Understanding Self Concept

Self-Image: Self-image is the way one perceives himself/herself in the wider social context. Identity refers here to the information about ourselves in three domains: physically (e.g., black hair, brown eyes, tall body), socially (e.g., wife, brother, gardener), and personally (e.g., outgoing, serious, kind). Because self-esteem is often out of touch with the real us. For starters, some folks have a proclivity toward decking one or more parameters of themselves. This sense can be positive or bad, and someone could have a positive self-image in some aspects although it is negative for other of their aspects.

Self-Esteem: Self-esteem is a quite ambiguous term, It generally means how much you value yourself. The latter evaluations involve both comparisons that we make with others, and reactions received from them. Our self-confidence is strengthened when we realize what it takes to be successful and get the encouragement about that success from others in one particular part of life. However, when we are in a competition with others and believe we are not so great at something and/or the answer to what we do is no, self-esteem decreases. A person may have positive core self-esteem in specific domains (e.g., 'I am a good person') and negative self-esteem in other areas (I am not well accepted').



Fig 2.2 Steps to Boost Self- Esteem

Actual Self: The real self is the self that is, and it is how an individual thinks others see them. **Ideal Self:** On the other hand, ideal self or wished-for self refers to how an individual would like to be. Despite being straightforward, it is paradoxical – there are the image of one's self and the image that one wants to live up to. This disparity could lower self-esteem and also even the worst one can happen.

Self-image and ideal self Carl Rogers described that there can be a match or mismatch between the two. Identity between self- image and ideal self:= This indicates that you much resemble with what you are. Full attainment of congruence is not very likely, but as much as possible can be done to increase the congruence needed for self actualisation. This is why there is a conflict or disruption of self when the ideal self and the self are not aligned.

Why is Self-Concept Important?

Everybody has parts of themselves that are precious to them. For instance, an athlete might perceive his/her athletic ability as a central part of who they are even if other interests like cooking or having a large family also help define them.

Some theories have argued that the self is organized in a hierarchical fashion, with more prioritised content positioned above less valued ones. In the end, people will choose who they want to be. When people experience novel events and receive input from the environment, their self-concept can influence how they assimilate their new characteristics. And if they don't fit with our self-concept the new aspects might be rejected then and there to keep our sense of self stable. Maybe as we grow older, new information is less likely to change how we see ourselves. As a result, the self-schema makes it difficult to integrate extrinsic information, particularly when it opposes existing self-representations.

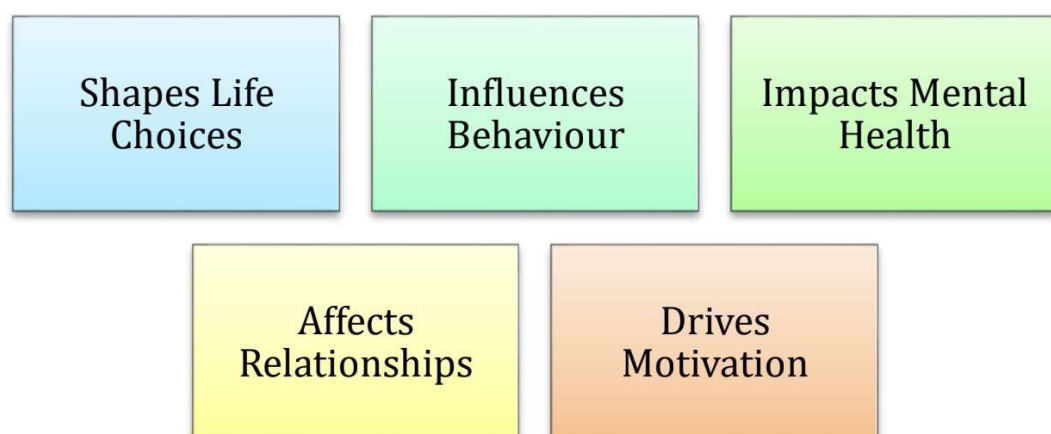


Fig 2.3 Importance of Self Concept

Research has shown that individuals who look at themselves favourably and have high self-esteem are more likely to experience greater life satisfaction. The discoveries of the

(World Happiness Report) have underscored that life satisfaction is linked to high economic, social and environmental resources in terms of income, social support and freedom to make life choices. Thus, self concept has a powerful effect on general satisfactions in life. The above paragraphs mean, the self-confidence, self-esteem, and satisfaction with themselves and others that people have is overall influence by their view of who they are in this world. They will too, engage in meaningful personal and belief-based activities that to them enhances their satisfaction with life.

Self-Concept vs. Self-Esteem

Personal identity is not the same as self-image, though it can be part of personal identity. Self-concept

its one's perceptive of whom he is as a being, in another words "Who am I?".

It is self-referent and it may include one's behaviors, cognitions, and preferences among others. Accordingly, Carl (Rogers – who was the founder of client-centred therapy) argues self concept is a superordinate concept and one of its sub-constructs is self esteem (McLeod, 2008).

Self-Concept vs. Self-Image

Self-image is directly related to the self-concept but less inclusive. Self-image is what you think you are, which may not be the truth. Self-esteem, here the perception of worthiness, or how one feels about oneself is different from self-attitude, a more global evaluation including thoughts and values placed on ones self.

Self concept vs. Self Efficacy

Self-efficacy is a part of self-concept but it has been considered more specific, being based on the individual's perceived competence. Whereas self-efficacy is incorporated with beliefs about one's efficacy, the self concept embraced both cognitive and affective perceptions towards the self (Bong and Clark 1999).

Self-concept vs. Self-Awareness

Self-awareness contributes to self-concept formation. It is defined as a person's capability to perceive their thoughts, feelings, behaviors and traits and to be aware of them. (Cherry,2018A) A degree of self-awareness is yes necessary, to have an accurate personality profile or self-concept.

2.1.4 Theories of Self-Concept

Social Comparison Theory: Leon Festinger

Comparison serves as a coping mechanism that allows people to find their “place” on some referent standard of abilities, opinions, emotions, etc. While social comparison processes can be beneficial for evaluating whether we are “doing the right thing” or if we are otherwise “on track” with respect to our weight-related goals, it also has the potential to cause harm in such as: bad energy and bad thoughts or bad actions. In contrast to social norms, which enable us to judge how effective we are in various capacities or form our views on issues that matter, social comparisons tend to work negatively. We can create poor self-esteem by comparing ourselves to ideals. Social comparison can be defined as a process involving a comparison between oneself and others that is used to better understand the self (Buunk & Gibbons, 2007 AY, Puhl and Zerrin found that BMI comparisons to heavier peers were common among overweight adolescents but when those same individuals compared themselves to thinner peers they described feeling relatively light, even underestimating their body weight. However, subsequently experience of others—and within it calorimetric comparison (Gibbons & Buunk, 1999) which is related to comparison of emotional states (Schachter 1959)—are also included.



Fig 2.4 Festerner’s Behavioral Hypothesis

The theory of cognitive dissonance: The basic idea is that people experience an aversive state of arousal when they hold contradictory cognitions, attitudes or behaviors. This state motivates attempts to reduce the dissonance by changing one of the conflicting beliefs, values, or attitudes, avoiding triggers for that reminded us of bad thoughts and feelings, and justifying or rationalizing our behaviour. Example: Someone who likes to believe that they value health, but eats junk food often may justify this with saying it doesn't really affect their health.

The Consistency Principle: Human beings want to have coherence in every aspect of their lives, which includes their ideas and beliefs, as well as their actions. This drive is connected with the necessity to preserve mental equilibrium and transcend a

personality characteristic. Self-concept is a cognitive matrix, and in the event of discrepancy people may adjust their cognition or behavior as an attempt to regain consistency. And let's take an example: Brand-loyal consumer is likely to underestimate a flaw of their favourite brand in order to protect the positive experience.

Role of social comparison: Derived from Festinger's theory of social comparison, individuals compare themselves based on their abilities, opinions and behaviors with others. Upward comparisons may motivate individuals for self-improvement but can also induce feelings of inadequacy, and downward comparison tend to inflate self-esteem. Example: When students receive performance feedback based on peer comparisons, they may be encouraged to study more when shown that he/she is not as high performing when compared to others.

The Effect of Group Influence on behavior: Groups within society and organizations either positively or negatively affect a person's cognitive dissonance. If one's attitude is inconsistent with group norms, the individual will change his or her attitude -- e...i.e. adjust his or her behavior/thoughts — to affect greater consonance and reduce dissonance/internal conflict. Example:ELIMINATEAn employee who disagrees with a team decision may suppress their own opinion to promote social harmony and/or acceptance.

The Power of Commitment : Commitment reinforce's ones determination to adhere to their actions and decisions even if those are at odds with past attitudes. People typically justify their decisions in order to minimize the psychological discomfort that results from cognitive dissonance. Example: A person who buys an expensive car might explain the purchase by stressing its high quality, even if they were at first concerned by the price.

What Rationalization Is and Why It Works: Rationalizations aid people in waking up every single day, allowing cognitive dissonance to be washed away with logic or emotions. That way they can continue to feel good about themselves while behaving in a manner contrary to their beliefs. Example: Someone who skips a workout might rationalize it by claiming they were doing their body a favor so that they'd be able to work even harder in future workouts.

The role of self-perception in attitude formation: Self-Perception Theory suggests that when other evidence about the origins of an opinion is scarce, individuals measure their attitudes and feelings based on their behavior. There can be lasting self-concept impact and consequences related to future behavior. For example, an individual who volunteers quite often might become to be identified as a "volunteer type" which helps sustain their willingness to volunteer.

Initial Hypothesis for the Presence of External Justification: External justification exists when external rewards and/or punishments adequately explain a person's behavior,

minimizing the necessity of change in mindset about belief. This minimizes cognitive dissonance. Illustration: Employees may reason their assent to a manager's orders in the face of personal antipathy by considering it being done as a condition for career prospects and not because they respect that person.

The Role of Dissonance in Attitude Change: Dissonance is heightened when there is no external justification, which makes it a good motivator for attitude change. To restore consistency, individuals often

shift their beliefs or behaviors. Illustration: A smoker is informed about dangers of smoking, they change their beliefs about attitude (e.g., negative outcome expectancy) and may now emphasize positive decisional balance to fit their new belief.

Looking-Glass Self- Charles Horton Cooley

George Horton Cooley is known for being one of the very first sociologists who focused on society, and how individual members affect what we think about ourselves. Self-esteem here correlates with how others perceive us, or how we perceive other people to see us. In his theory, Cooley proposed that other individuals act as a mirror for our self-esteem.

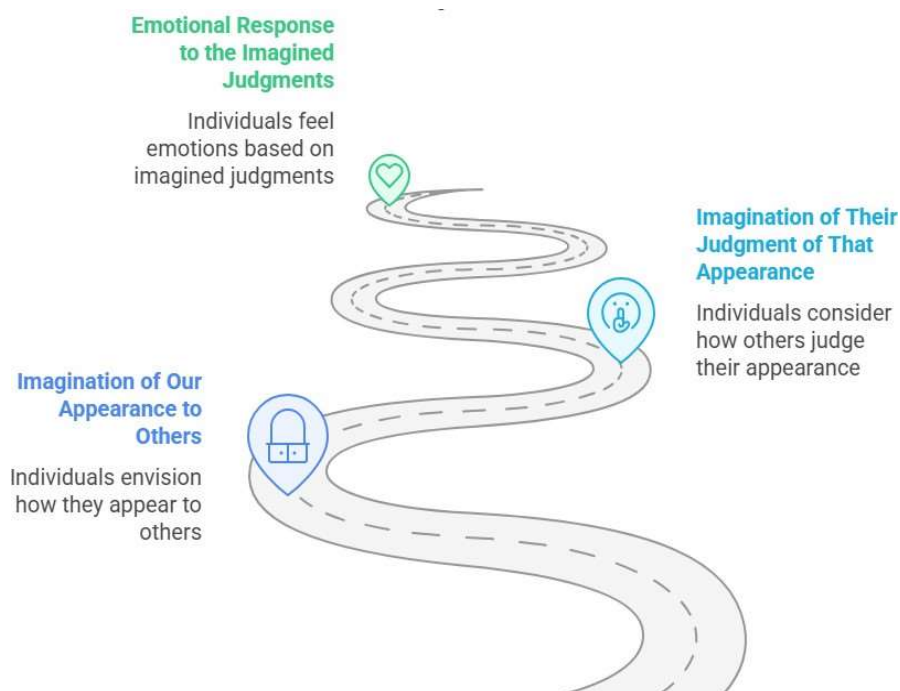


Fig 2.5 Components of the Looking-Glass Self

One theoretical approach is the looking glass self, first coined and described in 1902 by Charles Horton Cooley. The model of looking-glass self contains four components: Reflection, imagination, sentiments and the kind of persons toward whom the looking glass self is directed.

The process for the construction of the self concept The key elements regarding the development of ourselves^{3/4}ence within sociological and understanding are developed through threesales processes from Cooleypsychological point of view.

Looking at Ourselves as We are Seen: At this point, individuals develop an attitude about what their image is to others and what group they belong to. Example: A person can have self-concept through pancreatic juice on being.toJSON{"created";". TODO.id research and therapy.

think others see them—whether as a confident professional or as a shy one. This progression is highly idiosyncratic and may differ substantially from that of individuals, the combination of these thoughts are $F(A,B,C)$. For instance, when the real self does not match with the ideal counterpart, then frustration, dissatisfaction and disappointment are expected to occur particularly if a person deviates from financial responsibility Similarly, failure to meet the need of congruence between authentic self and generalized other may result in experiencing shame or embarrassment such as falling short of success in school that shamed ones partner.

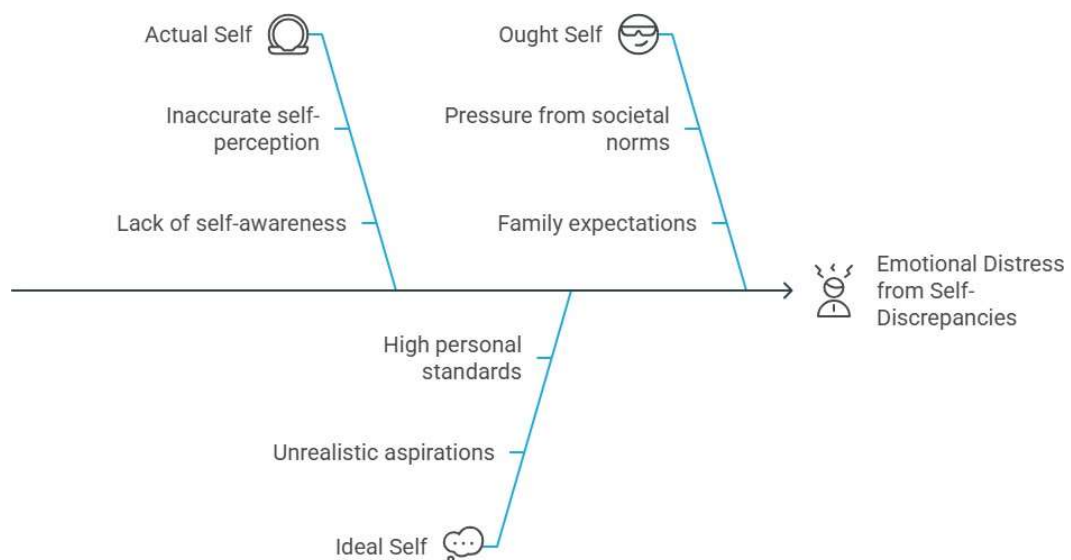


Fig 2.6 Emotional Outcomes from Self-Discrepancies

When our real self opposes our ought-self we can feel threatened, or annoyed at not living up to them. As when parents want their child to follow them into the family business, but the child's own sel wants another kind of career. And when the real self does not match the ought self, it can create guilt and failure. Thus, if the ought self demands volunteering, but the actual self does not desire to so, guilt may result. They cause not only cognitive dissonance but emotional and behavioral change, either in the way of i actions towards some better situation or ii distress about the mismatch.

Self-Perception Theory (Daryl Bem)

Self-Perception Theory According to Self-Perception theory, people's attitudes rely on inferences made from observing oneself. It is commonly assumed that there is a causal link between attitudes and behaviors, which implies a unifactorial relationship. We do have some attitude about work ethic after all, that's how we work see us.

- How They May Feel Others Are Perceiving Them: People believe others are judging them for whether they smile, their behavior and their words. For instance, in a conversation, if someone nods and smiles the other person knows they are doing so as an affirmation. These interpretations are shaped by a person's own personal bias and traits of personality.

- Self-Schema Formation: These judgments are also integrated into the self-schema of the individual. While recognition increases an employee's confidence and sense of self-worth, criticism cause them to feel inferior and develop a poor picture about themselves.

Application

The looking-glass self is no more merely a piece of paper theory: it flows through very much into the action of men. Example: An independent professional would extensive compliments on his/ her work by colleagues, because this creates a good self-image. Alternatively, a learner being ridiculed for incompetence in a subject may be led to believe that they are inherently stupid—even when such is not necessarily always the case.

The looking glass self is greatly shaped on societal and cultural levels in individual's lives. In collectivist societies the looking-glass self is based more on family and community views. Within individualistic societies we are taught to have more self-verification by competency empowerment and what that gives us is WE CAN DO IT, ourselves.

Self- Concept Understanding the looking-glass self can enable people to:

- Deem Perceptions with Extreme Care: Fact is the behavior of other people should not be misconstrued as their attitude in one particular or another setting.
- Ask for feedback: Actively ask for the opinion of people whose judgement you value to further shape an accurate view of yourself.
- Grow Your Resilience: We shed some of the burden from personal pride and bias around business or life.

Mirror theory is useful in self-observation and peer relationships. For one thing, it makes people think about how much of their self-image is made up of assumptions about what others are thinking. Secondly, it encourages them to perform actions which create the perception they want. Understanding this process provides us with

more genuine, realistic relationships and helps prevent us from forming a sense of self through negative external views.

Self-Discrepancy Theory – E. Tory Higgins

Self discrepancy theory illustrates how people use different selves (i.e., actual self as it currently is, ideal self or desired state and ought self or expected state) to view and judge themselves. Over time, these selves can conflict.

to complete a job. The reverse of the causal order — such as claiming that behavior influences attitude finally — is counterintuitive at first. Running a kingdom takes a bit of time, you know—and, admittedly, it's an obviously artificial feature that suggests the more work ethic there is among your population (or vice versa), the harder people work.

Such proposed causal link is based on the self-perception theory. This is particularly the case if internal factors such as attitude are ambiguous, and the person believes that their opinion or belief system has some bearing on their perception of 'self' in relation to a particular act. It's no different than we would try to infer what their attitude is from their actions.

Example:

Ravi, a sales executive with an India-based e-commerce company, reflects on his actions and recognizes that he keeps picking up challenging customer complaints and enjoys addressing them. Slowly, he starts to learn that he has an intellectual connection not just with customers, but also their underlying issues. It gives him the power and absolute certainty that he so can lead such a customer relations team. Similarly, marketing manager Priya reveals she often puts-in overtime so that all the finishing touches are polished on her campaigns. She figures there's little question about whether she's committed to the realm of creativity and the marketing industry. And those self-perceptions not only influence how we see ourselves but what career paths we choose.

Theory of Psychosocial Development – Erik Erikson

Erik Erikson Psychosocial Stages provide depth to human development and motivation. People move through eight stages of conflict that, more or less, ought to be resolved for healthy psychological development. By dealing with these conflicts successfully, you grow as a person but if you fail to do so, you may experience emotional difficulties.

Trust vs. Mistrust (Infancy)

During this period (Birth to 1), the child must learn that his caregivers are reliable. A secure attachment creates an environment where the world is safe and you have faith in yourself. But because they don't get good attention from the person taking care of

them or because this attention is either inconsistent or not as responsive as it should be, the child begins to mistrust and becomes anxious and insecure. It is a door that can open up to relationships and emotional resilience.

Autonomy vs. Shame and Doubt (Toddlers)

From 1 to 3, children begin asserting independence by making simple choices — such as what they wear and when they eat. It helps them become more self-confident and independent. But too much

However, excessive control will censure and doubt so they won't take up responsibility. Guided empowerment, when combined with freedom, allows children to develop a sense of their own power over their world.

Initiative vs. Guilt (Preschool Age)

are when from they are curious, try new things and adventuresome. Imaginative play and goals are beginning, as well as testing of boundaries. They grow with a purpose, confidence if given direction. But if they're overly managed or snapped at, they can develop guilt about their natural curiosity and be afraid to take initiative in the future. It's crucial to develop the ability to mix spontaneity with accountability at this stage.

Industry vs. Inferiority (School Age)

From the age 6 to 12, however is when they learn new skills and acquire the know-how of looking after themselves in academics, sports and socializing. Early days very positive reinforcement whether it's coming from the parents or teachers or the peer is building that industry inside them and then there is a great deal of confidence then goes out. Repeated failure or other negative information early in life could result in inferiority, a belief that one is inferior to other people. In achieving this step, they not only establish confidence but an endearing work ethic that contributes to a sound self-esteem.

Identity vs. Role Confusion (Adolescence)

Throughout our youth (12 – 18), it's when we're testing the waters of a variety of roles, beliefs and values to recognize who we are going to become. They are asking yourself: 'What is the reality of who I am? It, if successfully resolved, creates sense of purpose in life and a healthy self. This can result in role confusion, where a person does not have a clarity of future desires, relationships and values. This phase certainly also involves both peer pressure and self-reflection.

Intimacy vs. Isolation (Young Adulthood)

These 18-40 individuals are searching for deep relationships -- from romantic bonds, to friendships to professional connections. Also takes emotional vulnerability, trust and the commitment to emotionally connect. People who have never been able to

establish close relationships may feel lonely, alienated, and fearful of rejection. If you do this one right, you can have anything – Successful relationships are your reward for progress; Masculine failures result in being a plant or eunuch.

Generativity vs. Stagnation (Middle Adulthood)

Between ages 40 and 65, people find a way back to society through work, family and community. All of them want to inspire the next generation and contribute to getting some great projects off the ground. Generativity creates satisfaction and meaning. On the other hand, unproductive or misaligned people will quickly become windows blockers

and become bored, apologetic and directionless therefore. In this phase, individual legacy and community contribution are the focus.

Integrity vs. Despair (Old Age)

In late adulthood (age sixty-five and beyond), individuals reflect upon their lives and activities. Integrity is peace for those of us who think that we have lived meaningfully. But people who are living in the land of regrets and missed chances, they can get bitter or cynical. This is the point at which we start to learn and get wisdom from past experiences and begin accepting life as it was, so that we can gracefully be with ageing and death.

Resolution of those conflicts result in the strengths of hope, will, and wisdom, while setbacks may pose challenges for future periods.

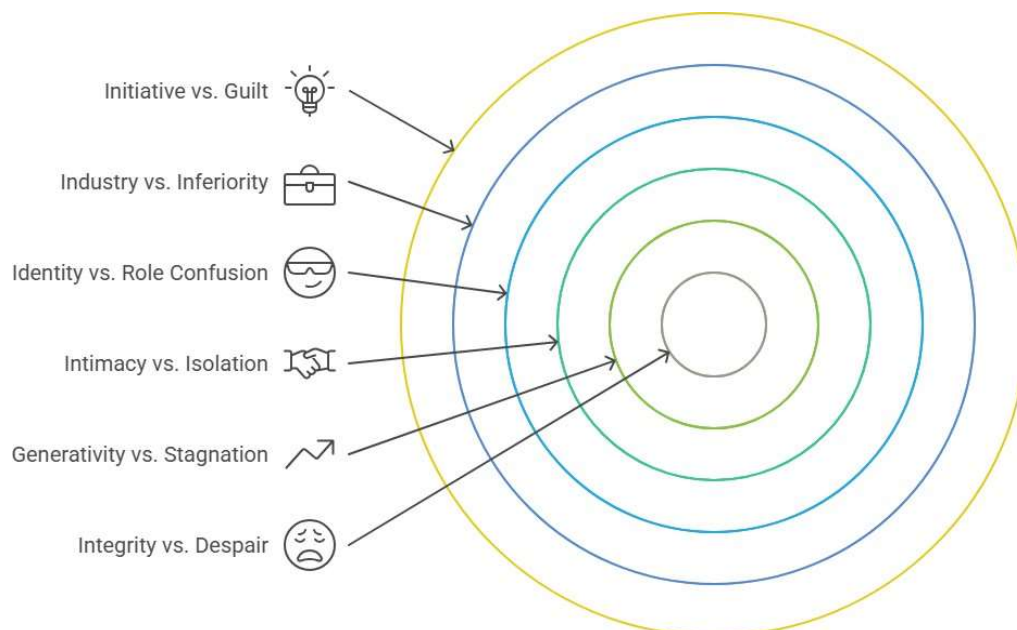


Fig 2.7 Erikson's Psychosocial Development Stages

2.1.5 Impact of Self Concept

Our individual image of each part of our self, physical, personal and social can be called self concept. Self- concept also involves the way in which we know about ourselves, our behavior and abilities or characteristics. Self-concept is most developed in infancy and childhood but continues developing through one's life as more features about one's self are learned.

Example: Positive Vs Negative Self- Concept
Positive Self-Concept: Aarav's Journey of Transformation

Aarav, 35, who works in a Bengaluru-based IT company, has always been confident of his capabilities and competences. Having grown to man's estate in an atmosphere where free give and take of ideas was not merely permitted but encouraged, set flashing moments. It is no exaggeration to say that Ty Coddington had always been infatuated with the sordid, practical wisdom which comes in through the feelers; by this I mean he could never resist picking up little connected bits of talk or gossip or misinformation.

facial expression with those two boys, sharing their words and thoughts," Aarav said. This reflects in the way he addresses challenges confidently. For Aarav an impossible task was a growth opportunity not a stress factor. This secure-in-his-skin way of thinking, speaking and acting led his work team to high levels of project success. Aarav had also a positive self-acceptance as he was friendly, accommodating, and willing to help his subordinates in inter-personal traits.

Contextual Review: Negative Self-Concept- Lata's Struggle with Insecurity and Worry

Lata, 40 I am a school teacher from Delhi and I've had low self-esteem issues for as long as I can remember. She had been taught in school that she wasn't "capable" because math was a struggle, she earned only passing grades and the school emphasized achievement. Lata had a very positive outlook about teaching profession and she was skilled and caring, but Lata didn't have faith in herself and did not hold herself in high regard. Once when Lata was attending a teacher training seminar, she was asked to demonstrate her method of teaching. She was creative, but she also held herself back from being true to her ideas because of what people MIGHT think about them. Not joining was what made her feel excluded and reaffirmed the bad image she had of herself. Lata's issues with low self-esteem left her feeling like she had no voice, that she was unable to be open with her family or ask them for help.

Analysis

Aarav's Positive Self-Concept:

- Fostered resilience and positive attitude.
- Contributed to the growth of individuals and organizations.
- Became more proficient in developing good interpersonal relations.

Lata's Negative Self-Concept:

- Interfered with her ultimate capabilities.
- Contributed to solitude and self-esteem challenges.
- Denied her access to promoting opportunities for personal and professional development.

Reflection Questions:

How did Aarav's thoughts, situation, confrontation with peers and upbringing help construct his positive self-concept?

How did Lata form a negative self-image? How could Lata try to restore her self-perception and combat self-inspection?

How do institutions or society make a person develop self-love and awareness?

This case study attends to the far-reaching impact of self-concept on various domains in one's life and, as a side note, provides an chance (for investigation) where to appropriate answers.

2.1.6 Stages of Development of Self Image

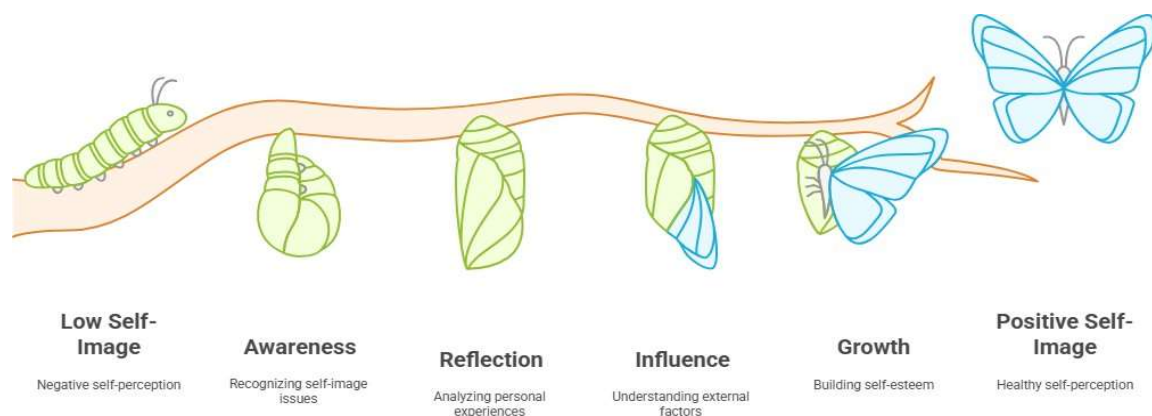


Fig 2.8 Self-Image Transformation

Self-concept undergoes differential levels of cognitive social and emotional development. Infancy and Early Childhood is the venue for level 1, when one becomes ones own.

Ex: When Priya was given feedback from her superior on working on her communication and presentation skills, as a fresher she immediately jumped to it. She joined in team conversations, started handling more responsibilities and participated in workshops.

Within a few months, she was promoted to project manager, and in skill as well as self-image, had become somebody else entirely.

In contrast, the self-image in adulthood becomes relatively stabilized by the acquisition of life experiences, occupational roles and personal relationships (e.g., executive insisting on assuming a leader position due to accomplishments in career). Lastly, Later Adulthood is reflected by Reflection having to do with deliberate reflection upon one's life and accomplishments — or lack of them: hence a sense of worthlessness. One's self image is not set in stone. It is ever evolving as experiences and interaction composes it moulding it into shape.

2.2 Influence of Cultural Diversity and Gender on Self-Concept

Culture and gender have an obvious impact on how a person views his or her self "Both self-identity and group affiliations, with an associated social orientation, are impacted by culture. In collectivist societies, an individual is believed to be defined by the group to which they belong, and the self-concept emphasizes interdependence, family roles and attention to others. In these societies one would define themselves by relationship to other, and the needs of the group generally superseded personal interests. It is through the expectations and norms associated with gender roles in culture that one obtains self-concept as well. Gender role systems impact personal beliefs about self and potential. Women of Asian descent, for instance, will gain self-images consistent with caregiving roles while men for example will have a picture of themselves associated with career aspirations or body strength. Younger people's identity is more and more vague and boundless, rather than limited to only a fixed 'gender role.'

It is something that has improved with movements for equality between the sexes, but stereotypes will condition people's self-perception to a certain extent. Thus, in terms of the self-concept, cultural and gender-related factors inter-weave in a dialectical process which reinvigorates itself over time as life unfolds and experience develops from subjectivity personal feelings and society expectations by definition.

Of significance, biculturals co-aculturated in collectivist and individualist cultures differ in self-definition based upon the cultural reference for TST task completion. TST The Twenty Statements Test (TST) is an instrument, often used in psychology, to measure self-concept. The writing prompt invites people to fill out "Who am I? It was developed in 20 steps, following the algorithm proposed by Kuhn and McPartland (1954).

Cross cultural psychologists tend to use TST instrument in order to examine the way that people perceive themselves and culture's influence on an individual identity. To the

extent of your sentence, what bicultural people respond may depend on what drive -- individualist or collectivist -- they activate as performance in doing your test.

Example 1 Two Chinese born though Canadian raised boys, Xun and Wilson (2002), demonstrate higher encoding of interdependence in the TST when they are asked to respond in their first language rather than English. These culturally contrastive TST responses also reflect a deeper contrast in self-concept, with people from individualist cultures more likely to describe themselves based on internal characteristics that differentiate them from others, and people from collectivist cultures being significantly more prone to think of themselves as defined by their position within and connection to social groups. Therefore, this distinction can lead to markedly divergent social behavior.

Example 2 – Cultural Diversity and Self-Concept

Setting: Kerala/Rajasthan Two, college going students and a self which finds its creation in the unique background to which each belongs. The Kerala student belonging to a matrilineal community like the Nairs might report for themselves in the TST:

"I am independent."

"I personally value education, and I want to move up in my career." "I belong to a liberal family," he said.

I am a students from Rajasthan and I come from slightly stronger traditional rajput family, i introduce my self as :

I respect the customs and family pride.

My job is to be the one who embodies my culture. "I don't care about the personal goals, I care about my family."

These contrasts are informative in relation to the role that regional cultural values play with respect to identity formation.

Example 3: Gender and Self-Concept

Self concept in several Indian families is strongly influenced by gender roles. A middle class, urban young woman from an upper middle class family in Mumbai might say.

"I am ambitious and career-oriented." "I believe in gender equality."

"I make my own life choices."

By contrast, the woman who was raised in Uttar Pradesh's villages might identify in this way:

"I've done right by my family there."

'I myself belong to those who put marriage and household duties first.' "Society is highly prescribed and elders are respected a lot."

These examples demonstrate the impact on self-concept of cultural diversity and gender role expectations. Even though gender roles are changing to some extent with the urbanization and modernization, cultural customs still have deep effects in many places and affect personal identity.

2.2.1 Cultural diversity and self-concept

At an organizational level, culture influences everyone's self image at work. It is an idea that shapes how we perceive ourselves and this largely arises from things like cultural traditions and community life. For this reason, workers have different mental Filter through which they see the world and also approach and interact with issues related to their culture. Example: Self-

collectivist cultural members may tie to their organization with team success being reflected on it and subsequently they are likely to base priorities on group oriented interests rather than personal demands. Individuals from individualistic backgrounds would, in contrast, construct a self-concept based on an achievement which is earned via hard work as well as creativity and more position-orientated achievement than people living in a collectivist culture.

Workplace diversity of culture increases the knowledge about other cultures and workers' own self-organization, push them to convince, adapt and grow. Example: An individualist may be less averse to suppress his or her individualistic belief when working in a collectivist context (die reversed of example) an individual employee may become more independent when operating in a competitive work unit, rather than that person does in a collectivist work group. However, there may be tensions when we have a 'mismatched' cultural identity; that is our image doesn't conform to the organisation's culture. Management and employers with in the firms should appreciate their cultural diversity as a result, they can express about their culture at work place. This in turn enhances self-leadership, and personality development as well as towards a more be-,more M,JSAC organizational climate.

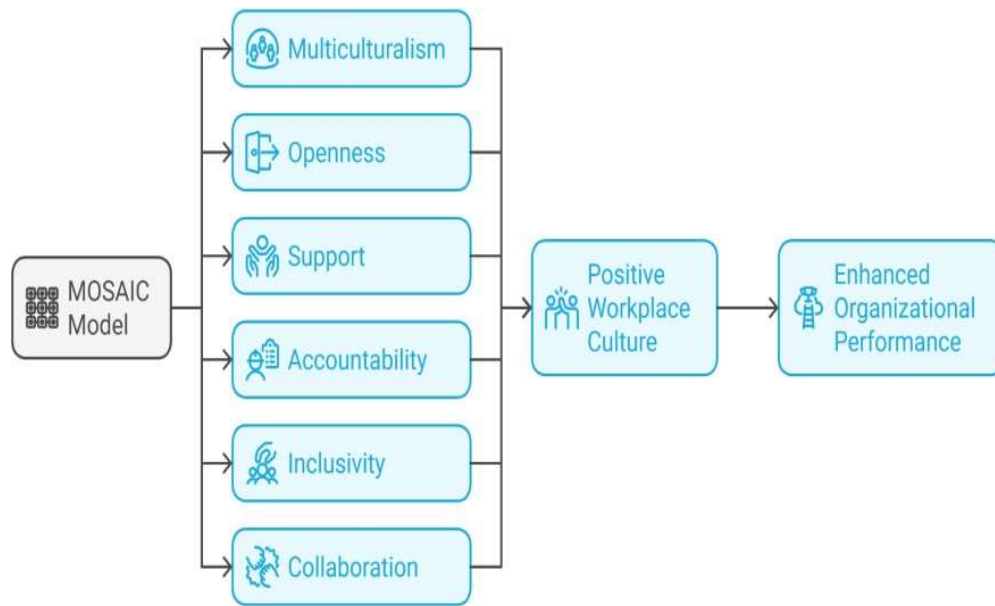


Fig 2.9 MOSAIC Model Flowchart

Contextual Review

Neha is 32 years old and a senior project manager working for an Indian based MNC. The company is staffed with employees from a variety of cultural backgrounds such as America, Japan, Germany and Brazil. Neha is from an Indian collectivist culture and was brought up to be nice to get along with. She's more concerned about what the team does than her," Knight said. This also implies that one

shall respect elders, and senior official of the culture / society that i was raised in. Once Neha began working with international teams, she observed variance that forced her to reevaluate her feelings about the concept of leadership and self-image.

Challenges: Neha was shocked to discover that her Western peeps, particularly Americans and Germans, put a high premium on individualism and self-promotion. In the manner in which they expressed their views and expertise at the meetings, they assumed active roles and pushed for personal recognition against Neha's gentler team play. Neha had complaints in the early days of her organizational development that she "get to express herself" and "got my viewpoint due" in a group. It was uncomfortable for her to self-promote, and she worried that others would take offense at her putting her success over the group's.

Over time, Nuha had to discover that cultural divergences demanded her to challenge her tacit assumptions regarding how organizations act. She appreciated that in certain cultures, especially the U.S., bragging isn't a vice but rather a virtue — something to help progress your career. Neha emulated the role model staffers' behaviours and attitudes, except that she worked to carve them out in a way suitable for her own professional surroundings, holding on to such personal values as professionalism and

teamwork. It taught her the balance of being assertive when necessary as a woman and also at the same time respecting a sort of team approach to finding solutions.

Results: Multicultural competence was demonstrated in her ability to adapt the self-organised concept according to others and the given context, which improved her leadership capability. She exploited cultural disparities particularly by ensuring individual – group contribution balance at a workplace. There was a positive impact on the workplace climate as a result of collective action. The Power of Positive Coaching In the workplace, positive coaching led to better communication on teams, organizational effectiveness, team performance and fulfillment in high-stakes careers.

Reflective Questions:

What are the options when an organizational culture and one's background conflict?

How can you learn to develop a higher degree of self-awareness and know when to change how you see yourself while relating with people from other cultures?

2.2.2 Gender and Self-Concept

Societal gender role expectations influence self-concept by communicating to the individual how he or she perceives his or her abilities, patterns of behavior, and accomplishments. So, for example men can get it stuck in their heads that they need to be aggressive and dominant take charge and ambitious (which are stereotypical traits attributed to executives in companies). Conversely, women may develop a self-concept that is based on socialization and gender stereotyping.

features such as caring, cooperation and emotional intelligence that can affect the leadership style or decision making.

These masculine self-concepts play a role in who gets promoted, how much you get done, what kind of tasks you're assigned to, and your workplace relationships. You can see this happen when women struggle in male-heavy work environments, especially at higher levels of management and leadership. Both genders face challenges specific to gender based societal expectations that may precipitate diminished self confidence/body image or lack of willingness to show responsibility in an organization. Females are brought up in the community under the influence of these cultural and social norms that may actually result in poor body image/less confident approach. On the contrary, men have been raised with its own expected dominance/social expectation which hampers their development as a relational leadership skill skills along with expressing emotions emotion in their leadership roles.

As company cultures get more diverse, people are feeling free to identify beyond traditional gender roles. This transformation also allows the organization to promote

people who have self-fulfilling features and leadership behaviors that aren't confined by gender.” Flexible workplaces and organizations that foster gender balanced hiring and diversity, empower people to create a professional identity in which individual skills are valued for what they bring.

Did You Know?

“Self-esteem modulates the similarity of the representation of the self in the brains of others.”

For example: Gender and Self-Concept-A Study in Organized Scenario

Background: Priya is a mid-management professional with a large MNC in India. She is well-suited to the job since she has an MBA from a high-profile school and a strong track record of project management. Despite being qualified, she has a hard time making herself heard during meetings and often defers to her male colleagues. She senses that she has been more passive, frequently speechless and going along with the feminine stereotype in traditionally male environments. With cultural and gender norms inscribed at work, Priya has a negatively skewed professional self-concept.

With male colleagues in equivalent management positions -- like Amit and Ravi -- they give their opinions forcefully, lead discussions. Priya, in the meantime, notes she is a bit too self-critical and without enough confidence even though others are full of praise over her work. She starts to think that being a woman working in the male-bastion-that-is-the-corporate-world means you should just lie back and take it, instead of acting like "one of the guys" around the office. Accordingly, societal and gendered norms and business closing size influence self-concept development as Priya's contribute to the erosion of her professional self-identity.

But the struggles Priya goes through are not very different from reality either. Off course the females at the workplace they found to be exposed on gender stereotype issues whenever they opt for leadership positions in organizations, as female did not independently and go for the opportunity challenging position of cultural pressure (Table 1). Worried about a battle, Priya turns to Rita, one of her company's wiser voices. Rita counsels her to learn self-assertion and to outgrow gender-bound prescriptions. Rita guides Priya to know she, like everyone else with their special abilities, is capable of leading effectively and competently if she uses her natural aptitudes.

Reflection Questions:

How are women's gender role mandates able to slow down or prevent the emergence of a self-image or that claims professional self-enactment, like Priya's claim 145 Reaction

Formation An extensive literature has been written about how women's films deflate or destroy investment (Ostseich 1997).

What are the leadership behaviors, if any, that can support employees (particularly female workers) in adopting this self-concept; and doing so to an extent which reflects their potential in organizations despite gendered work dynamics?

2.3 Summary

- ❖ Self-concept can be referred as the attitude, perception and belief that self know about himself that in turn drives his response or action or behaviour in professional and social situations.
- ❖ Self-concept is not exempt when it comes to cultural diversity, as self-concept affects the way individuals endorse the norms of culture, community and society. This implies that collectivist cultures hold more esteem for the group and teamwork, while individualist cultures commend personal achievement and autonomy.
- ❖ In cultures that are collectivistic, which includes most Asian countries, understanding of self is based on interdependence where an individual associates with family roles and responsibilities as well as the broader community.
- ❖ Self-concept among individualistic societies leans more towards personal accomplishment, individualism and rights then personal freedom and independence.
- ❖ Gender is an essentializing attribute to self-concept because gender dictates norms that a person should be, do, work and other roles according to some cultures or society. Thus gendered self-concepts may shape how campus IPV victims view themselves, their abilities, careers and behaviour.
- ❖ Contrarily, work self-concept is based on the traditional roles of men and women. Men for example tends to be related with assertiveness, dominance while women are the ones that tend them most strongly to a selfconcept based on sensitivity, cooperation and especially a valuing system concentrated around interpersonal communication.
- ❖ As society progresses, more and more the individual can develop one's Self-schema in accord with cultural gender schema and be able to flourish, self-empower and even make careers for themselves without any old stereotypical norms getting in their way.

2.4 Keywords

Self-Concept: The beliefs, feelings and behaviors that make up of an individual are called self-concept.

Cultural Diversity: The variation of two or more cultures or ethnicities in society : is conditioned by a

person's way of perceiving self.

Perceived gender: A person's identification of his/her own sex, whether that is female, male, both or neither.

Social Identity: The identity of a person which derives from the groups to which one belongs, such as national, region or local topic.

ethnic, gender, occupational etc.

Individualism: Values such as self-responsibility and assertiveness stereotypes which might influence one's self-image in an individualistic culture.

Collectivism: A culture value emphasizing goal accomplishment for the organization as a whole in collectivist cultures affecting self – identity.

Gender Roles: Standards of what should be allowed and disallowed in interactions between men and women both at the personal and socio-occupational microcosm level.

Intersectionality: The hierarchies created when various categories intersect (i.e. gender, race, and class) to create different forms of domination or marginality that shape the self.

Cultural Relativity: A recognition that the process of forming one's self- concept is maintained by certain norms, values and practices peculiar to some cultures.

Social Comparison: A self-evaluation process in which a person compares one's self with others and through which there may be an impact on the view of oneself by culturally- or gender-based standards specifically.

2.5 Self Assessment Questions

How is cultural diversity a significant factor in the development of self-concept in collectivistic and individualistic societies? Provide real-world examples.

Explain how norms about gender roles (embedded in organizations) affect the mental pictures that women and men paint for themselves while at work.

How much should cultural values count in the development of a self concept from childhood through adolescence? How are these values related to the construction of identity?

So, how does a gender stereotype affect someone's self-image or the type of job they decided to take? It may be illustrated in various sectors and industries.

'In a multicultural society, how is self-concept affected when an individual belongs to more than one culture?' Define cultural assimilation and cultural deployment.

You may also wonder what the eventual possible influence of gender biased socialization is on self perceptions and development.

of an individual? Even though these have been the consequences, how are they rectified in today's workplaces?

How does cultural diversity in workplace benefit the self identity of employees? Describe how cultural sensitivity can be facilitated.

"Describe how one's sense of self is influenced as gender and cultural roles evolve." We are all trapped, in a way; as a society at large, and personally, to certain degree, following different cultural set of norms and expectations for different sexes at the same time for gender specific reasons.

What can businesses do to contribute to the improvement of the perception of a working generation? And how can culture and gender biases be combated?

Some who have struggles in coping about the roles they play as men or women or from their cultural heritage so what are these main hindrances that most people who have this issues do face when it comes to forming a self-concept. How do these challenges play out in society?

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2.7 Case Study

Meera's Journey to Self-Worth

Meera a 35-year fun lover professional is creative and courteous at her work place. Her work is frequently praised by colleagues and clients. But for all of the external references, she doesn't yet feel as though there is any body value (and feels her appearance is 'objectified'), due to early experiences and socially defined perceptions of beauty.

Problem Statement

Meera has carried the positive and negative comments made about her by others about her appearance with her for years that have led to little self esteem. As such, her victory exists so long as her profession is a successful one and she ebbs and flows with how valiantly she has been succeeded or failed. It sucks her spirit and leaves the flavor of her as being valueless.

Solution

In a training programme for leadership, Meera was acquainted with life coach Arjun and the concept of self –concept: how self-image affects self-esteem and how ideal-self can be realized. With some assistance for self-reflection, counseling and a reconstruction of cognitive Meera was thought to be able to challenge the negative internal dialogue, as well as see her worth separate from that external validation.

Outcome

Meera gradually empowered herself with a healthier body-esteem and mental strength. Fluctuating careers no longer impact her self esteem, she has found self love. This particular case is an example of what we can do to overcome deep-rooted self-doubt, with the power of awareness, support systems, and mindset change. By challenging the stories we tell ourselves, people can build self-worth that doesn't rely on outside validation.

Questions to consider: What has contributed to Meera's self-identity? How would the "contributions" be different if she had a distinct culture? How did Meera's self-

confidence get hampered by seeking validation? You or someone you know had a parallel live pattern?

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Unit 3: Perception

Learning Objectives

1. Understand how people use self-perception and social evaluation to form initial impressions and sustain relationships in personal connections.
2. Understand how stereotypes, personal prejudices and choosing certain details affect your interactions with others.
3. Study ways in which awareness develops self-image and self-worth plus determines relationships.
4. Comprehend how good communication methods assist in handling and managing perception blocks so people can talk to one another better.

Content

- 3.0 Introductory Caselet
- 3.1 Perception of the Self and Others
- 3.2 Perceptual Barriers in Interpersonal Communication
- 3.3 Case Study
- 3.4 Summary
- 3.5 Key Terms
- 3.6 Descriptive Questions
- 3.7 References
- 3.8 Case Study

3.0 Introductory Caselet

Perceptual Barriers in Communication

The Case of Fabindia's 'Jashn-e-Riwaaz' Campaign Dilkhush In this context, Madge and O'reilly (2009) offer an important perspective when they argue that everyday life is not a constant experience but depends on socio-cultural processes.

In October 2021, fashion brand Fabindia unveiled a campaign 'Jashn-e-Riwaaz' to showcase its festive collection just ahead of Diwali. The campaign's aim was to capture India's rich culture and heritage. But the use of an Urdu word for a Hindu festival provoked a reaction on social media. That prompted the anger of some users, and even some politicians who accused the brand of "needlessly secularising Diwali and by extension Hindu traditions". There were several hashtags such as #BoycottFabindia, and the brand came under severe attack.

One critic felt that the festival was being distanced from Hindu roots through use of Urdu terminology instead 'recognizable to us Sanskritized' if not simply Hindi terms. But its defenders said that Urdu is an integral part of India's linguistic milieu and the campaign was not meant to offend but promote inclusivity.

Fabindia removed the ad and expressed that it was not a Diwali advertisement but something to celebrate the variety of tradition in the country as part of 'Jashn-e-Riwaaz' campaign. But by that point the polarisation was complete and the talks were being hijacked by polarised voices.

Perception has a way of shaping the messaging — Fabindia saw it as an expression of diversity, and some audiences took it as encroachment on cultural identity. All of which underscores one flaw: that you can't just put out messages, not in an era where only social media can telegraph them so quickly.

Critical Thinking Question:

Why Fabindia had to wait until it launched the 'Jashn e Riwaaz' campaign, is beyond me. Is there a way brands can be inclusive and culturally sensitive when they send out their messaging?

3.1. Introduction

Perception is the overall interpretation of sensory reception and, therefore, includes processing (the taking in and organization), cognition (identification of) and experience or learning. Both top down and bottom-up processing are involved in perception. Two factors of bottom-up processing are further from the stimulus characteristics. As such, although the feelings and sensations are certainly built in to our physical structure, what we make of them is mediated by other knowledge or information, experiences, and ideas. This is called top-down processing.

3.1.1 Definitions

Perception is the product of the activity of certain functions of the nervous system, and it seems almost automatic, needing no particular effort on our part since most often it takes place without our being aware of it.

- Perception: As per Joseph Reitz; Perception is the processes by which an individual becomes aware of his environment through physically seeing, hearing, touching, tasting and smelling.

- Definition: B. V. H. Gilmer “Perception is the act of becoming aware of situations and giving meaning relations to them arising from the association with sensation.’ ’

- Uday Pareek (1978) perception is “The process of receiving, filtering, sorting and associating sense data to objects”.

encoding, validating and reacting to stimuli or information."

- S.P. (Samuel Paul) Robbins doesn't define perception, but he explains: “The process by which an individual derives meaning from the environment by interpreting stimuli received through sensory organs.”

3.1.2 Importance of Perception

Perception, as a part of individual cognition is conscious (active and passive) and constructive process in which to be imposed meaning perception of themselves or other subjects. Perception can easily be defined as the interpretation of signals and stimuli received, by our senses. It also includes the way we use the information. It's the science of how an individual organism learns, identifies, evaluates and responds to information about its environment gathered via its sensors. It is in connection with the sensing of an environment--such as by identifying environmental signals and taking appropriate action with respect to such sensed signals. The irrelevance of experience Individuals do not gain understanding simply to understand the sorts of things there are in their environment.

Did You Know?

Perception allows individuals to experience the world directly, enabling immediate recognition and interaction with surroundings.

Perception does not just afford experience of the environment, but also capacities for living in such an environment. Perception is important for understanding human behavior because each person is capable of perceiving the world and solutions to life problems one way or another. If 'this' pertains to something that we are seeing or feeling, then this might not be the same as what is actually 'this'. Buying things is how we mitigate our imbalance, and when we purchase something, it's because at a gut level we believe it's the best.

In so doing we know a perception can cause behaviour and if people behave in response to what they perceive then, given changes in the environment, knowing the current perception of it generates an estimate of human behaviour when faced with that environment. Some will view the facts one way and others another, the former one day, the latter the next. It is therefore possible to use perception in order to know the perceptions of some other individuals since the perceptions made by people are by and large based on their needs.

Perception is quite important for the manager who has to avoid mistakes with regard to about people and events in its work surroundings. The issue is further complicated by the relative nature of perception; that is, different individuals can have a different perception of a particular situation. Scope for subordinates' perceptions is the reason for which one has to know exactly what is meant by it so as to manage them appropriately.

Perception develops character for all of the roles we play in society: the fool, the hypocrite, the self-righteous, and so on. And it is all so vital in trying to get others to receive us when we sometimes attempt for once to see what the persons are saying or doing from their perspective; I mean just attempting mentally to walk in their shoes. One reason is we can better understand why the other person do something and that's how we can get to know him/her more and also love and support him/her well enough. That's how perception is a very important thing to understand because it's how people are looking at things.

Contextual Review: Cognitive Dissonance in the Overseas Workforce

Background : One project team of a multinational software development company and its diversity in terms of nationality (US, Japan, Germany, India). The work on the task was conducted smoothly and weekly meetings (team meeting) were held to discuss status and any occurred issues.

Scenario: One participant, a leader of the American team Sarah, noticed that one Japanese team member Hiroshi was very weak in speaking at meetings. In the case of decreased communication, she's thinking he's just disinterested or checked out. She got worried and went to Hiroshi individually during a break in one on one, telling him he needed to start participating more in meetings.

Hiroshi was able to get feedbacks even if he hated this so much. He says he remained silent out of respect for the positions of his peers and his ethos to speak only when he has something to say. He said it "shook" him because he felt like Sarah was somehow speaking out against him and his culture.

Sarah – who is said to be the only professional in all of this – has also come under fire from her Germany's Jan and India's Martin that she has been using foul language adding it's okay for her since we can take it. This led to some internal friction with the work crew.

Resolution: Sarah realized that cultural elements were at play in the working relationships, and met to discuss how each other person worked through issues. They showed themselves by imparting such criteria therefore getting to know each other's culture. First, Sarah worked to create specific opportunities for participation in both meetings, such as calling on each member to express their view. That's why Hiroshi is slightly more willing to chip in, and the rest of team utter "Pardon sir" when Sarah is being over-the-top herself, then request further clarification if a bit ambiguous.

Result: That's how the team fixed the misaligned expectations and established better communication which involved lesser gripes inside the team.

Reflective Questions

How can diversity of culture in communication have effects on perspectives and interrelations among people in a group?

How to stop differing perceptions from influencing organizational interactions or resulting in conflict?

3.1.3 factors affecting perception

Regarding perception as the process of interpreting stimuli in ones' environments, it is primarily a question of personal, situational, and contextual variables that serve to define perception and permit self-identity and accuracy in interpersonal relationships to occur. The following are factors that affect perception:

1. Personal factors: in perception, personal self factors, such as past learning as person's attitude, principle, and feelings play a role. For example, a person with a history of failures would see the hassles as what he or she could not overcome, while a person

who is successful in all his or her areas will see the same occurrence as a lot of opportunities. The other determining factors are the level of a person's neuroticism or extraversion or even the willingness to try new things would determine how a person perceives things and interacts with the other people.

2. Cultural background: the culture, customs and socialization process contribute in the building of perception. It may also be used to refer to the relation thing between culture and other behavior patterns, ways of communicating or ways of being in relationships. For example, the collectivist culture may take the obedience as respect whereas the individualist culture can interpret the same approach as laziness. Understanding the cultural backgrounds helps in bridging the communication gap between people living in different cultures.

3. Social roles: there are several data relative to a person's social or organizational roles that determine perception. A manager and an 'employee' are two very different people perceiving one situation at a time differently due to the positions, tasks and opinions they have. It is beyond doubt that social roles offer a prescriptive lens for actors and audience view and judge behavior by often imposing norms premised on rank or status.

4. Contextual factors: the context in which the situation occurs influences the perception. Hence conditions concerning the physical environment and time influence interpretative activity. For example, people's reaction to the same event might be interpreted differently depending on the time the event is happening. A role determines what actions mean, and certain words mean.

5. expectations and stereotypes: bias pertains to the prejudices which help shape experience and understanding. It means that expectations may render individuals to focus and develop their perceptive reality around the certain view. People engage in filtering out the things that do not meet the expectations. For example, if a person is assumed to be shy then other people will form a wrong impression about him/her. The two gambles are bias and stereotyping and prejudice and self-fulfilling prophecy; these gambles may be controlled through the exercise of more openness to various views.

6. Emotional State: they also enhance perception since emotions always predetermine how people perceive event. A person who is anxious will be more likely to interpret the neutral comments another person makes as aggressive negative when someone who is already in a positive mood state will tend to interpret these same remarks as being positive. Emotional intelligence is essential for the management of impressions in interpersonal and working communications.

7. Physical and Biological Factors: Sensory (loss) impairment, including restriction of capabilities by age, and medical disease can further negatively influence perception. Example: Vision or hearing disorders may become apparent in how the individual experiences their environment. And age may influence the way memories are formed

and interpreted largely through changes to how we grow, not who we are as an older person. These are known to prevent a physical bias being developed.

Analysis of perception knowledge enlarges and increases other's empathy, decreases biases including prejudice and stereotyping, improves interpersonal relations.

Understanding these forces improves relationships and influences decision-making on a range of personal and organizational issues.

3.1.4 The Perceptual Process

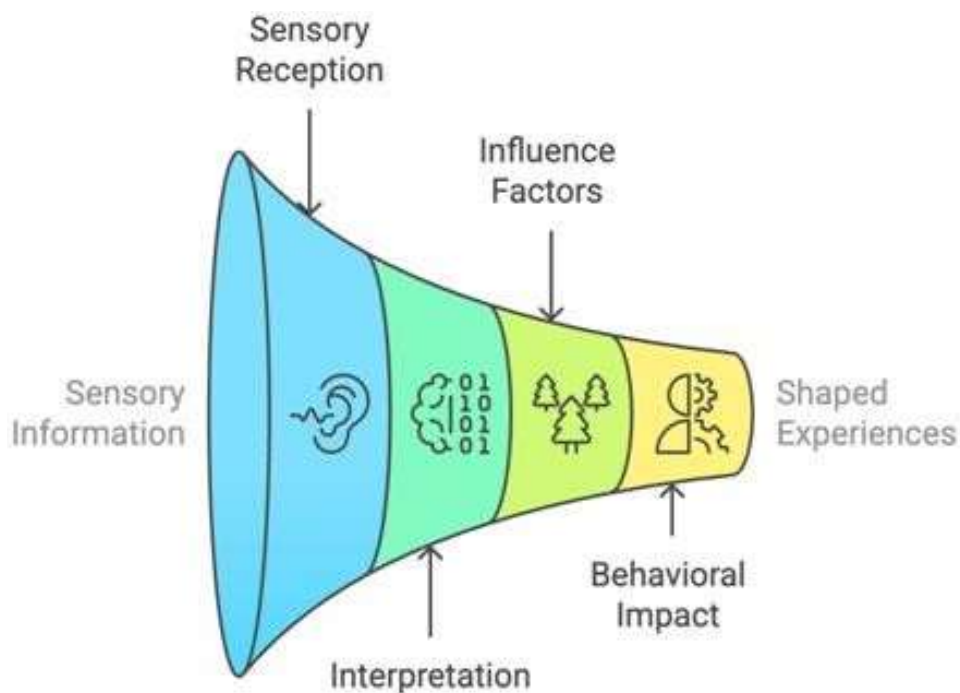


Fig 3.3 Understanding the Perceptual Process

Perceptual process is a series of processes which allows us to make sense of sensory information about our environment. It is composed of three main phases: selection organisation and analysis. They are all crucial in the process of understanding how we grow developmentally in terms of perception and the ways in which we cope with the world.

Selection: Selection of which stimuli we will attend to by the perceptual system among a vast array of stimuli to which exposure is made. As the brain is unable to process all of it, it is attending selectively to different aspects of the environment depending on its relevance, intensity, novelty or self-referential and -centering value. Example: A friend's voice in an active restaurant We attend to one auditory signal as the way of how filtering operates sorting signals based on the priority load they carry. Another feature is

selected purposefully as well, which may be a personal experience, emotion, culture or something else.

Organization: Once the stimuli is selected, your brain organizes the information into a form that can be recognized. It is at this level that we class the data received through our senses into relationships, commonalities, and knowns in order to make sense of the world. Example: We recognize characters the way we do letters in handwritten language – connecting them to form words, and those linking into sentences that actually mean something. **Organisation:** This uses 'mental schemas' (mental schemas are existing templates, help the process of new information). However, these approaches can be over generalising and also possess biases.

Implication: The terminal stage in a perceptual act is the final phase for attaching meaning to the pattered stimuli. This stage is under the cognitive control of many factors, such as values; beliefs and past experiences, that is why it sets the way how people perceive a given information. For example, a colleague who does not speak in one meeting might be seen by some as an indication that the person is uninterested, while others view it as appropriate or polite. Interpretation is more often the subjective gruel, as is determined by elements of both visual perception and context.

Understanding that this is the nature of these levels of perception allows us to recognize that there's more going on than meets the eye and that there's indeed space for bias and even misinformation. If these mechanisms are discovered, humans can learn to regulate their interpersonal exchanges and choices in a way that will defuse otherwise distressing interpersonal encounters.

3.1.5 Perceptual Errors

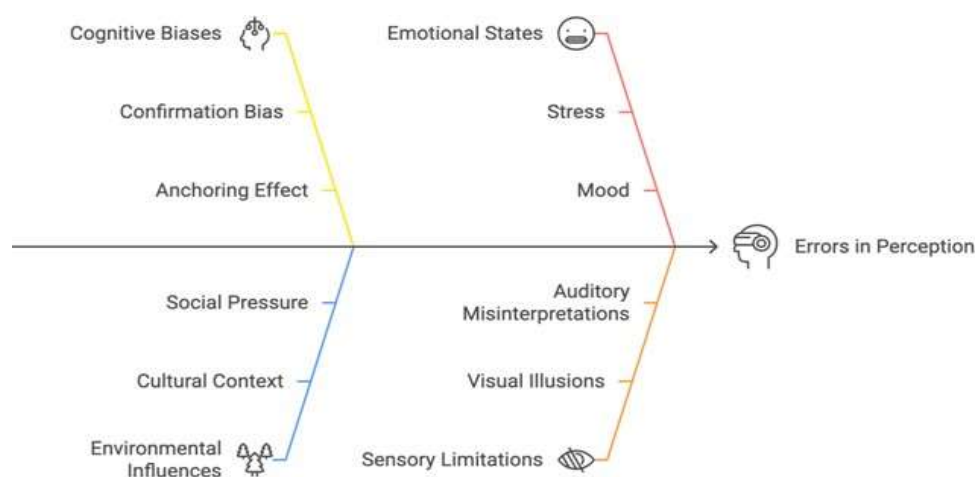


Fig 3.4 Understanding Perceptual Errors

Illusion: An illusion is defined as the case where, by taking in signals from the outside world, our senses give an incorrect impression of something. (Note: An illusion is not a hallucination because it involves real sensory information, just processed in an incorrect way by the brain.) (from Logic), a straight line's seeming curved concave, or a man's looking in the distance as if he rose up out of the sand, the sound of "a wave" appears on its far horizon and it vanishes away. These errors reveal how the tongue interprets pictures and sensations, and generates a picture that maybe doesn't exist.

Hallucination: Hallucination refers to 'seeing, hearing or feeling something which is not there at all'. Delusional perception is one of the errors in perception where there are non-existent information that come to the mind, through what does not exist (like seeing, hearing and smelling). Anybody can experience a hallucination, especially if you find yourself in life such as with schizophrenia, have done illegal drugs, are sleep deprived or under tremendous amounts of stress. Unlike illusions, which demand an object (or event) to exist in some objective way, hallucinations do not exist, which makes them a very disturbing and typically frustrated correlate of the clearly real.

Halo Effect: The Halo Effect, another form of halo effect, implies that a holistic impression formed about someone influences our perceptions of specific qualities. For instance: An attractive man meaning that we might take it for granted that the person is intelligent, kind and talented even if we have no evidence to suggest this.

for this. As a result, we have a bias to over-exaggerate the value of winning in just about every aspect of human endeavor given one certain characteristic. They show in a most telling way how, assuming one sees the capacity of some special person to do something, that same ability is seen everywhere.

Stereotyping: It is an act or process of developing a set of characteristics, i.e., tendencies towards something in general about the other person or group based on the possession of some common attributes which can be gender, color, age and status. And that's where stereotyping comes in—making some sweeping assumptions, which are almost always wrong, like thinking all old people are weak or all young professionals can navigate technology. And those assumptions are only true of and generalize the group and have a biased point of view to its members. "There is every reason to believe that such processes would have a significant negative impact on intergroup relationships by not allowing for the appropriate and shared impressions.

Similarity –The Similarity Error is based on thinking you know the other person as well as you know yourself, or perhaps even more than your own understanding. This prejudice could prove hollow as, we judge others by how we will be in this circumstances. Example: If it is assumed that if someone is young they, by default, eat the same food or listen to the same music or follow the same life style then a lot is missed about what makes each person unique.

Horn Effect: The horn effect is essentially the reverse of the halo effect – ie when we have a bad impression of one aspect of an individual's character and let it taint our view their other attributes. Example: The wretch isn't who the heinous, lazy, aggravating, slacker son of a stinker we belittle him to be because fifteen minutes late for briefing in the morning; all daypyronee] ampoules/people are fuckups. This is the kind of bias that leads to discrimination since one can be punished for just having a shortcoming in character. It is frequently perceived as a cognitive bias and at least related in part to the perception-deficit.

Contrast Effect: This is to do with the effect of comparing an object, or a person with another because a judgement of such a thing is based on its relationship relative to something else. This mistake interferes in our decision making and let us kind of build a positive or negative attitude towards an object, person or situation. Example: while choosing employee through interview, if we have on super good qualify candidate among all other candidates and then there could be possiblity of thinking he/she is very much more better than others (may be actually he/she is but at the same time not as bad as we are assuming). This comparing rather than considering the absolute peculiarities of its subject contributes have arisen to erroneous judgments and false conclusions.

All these mis-perceptions illustrate the ways in which our thought processes cause what we see, and interfere with our perception - and thus become distorted. Being aware of these biases can also help people

being more accurate knowledge hence helping pople to take right decisions in decision making, and to improve on accureate communication.

3.1.6 Importance of Understanding Self-Perception and Perception of Others in Interpersonal Interactions

Enhance Social Skills and Confidence: Unraveling self-concept, the perception that individuals have for themselves within a social context. we'll place high priority on it in what follows or changing one's self-perception is a touchstone of self-awareness itself. His gives us strengths and weaknesses – “hot buttons” if you like. Accordingly, the examination of how people view themselves increases the likelihood for goal attachment and heightens self- esteem. Example: If a person knows that he has an inherent tendency to underrate himself, he may go in for assertiveness training or get a job where he can have personal growth. The truer relation to others is the result of a greater self-concern, only because one gets nearer to himself.

Enhances Communication: How we act with others often depends upon the way we perceive them or interpret them. To avoid misunderstandings and misconceptions

such as these with others one need just know their biases and assumptions. If we come to understand that we are inclined to negatively prejudice a person or situation due, say, to some past experience or stereotype, we can in effect administer ourselves toward avoiding prejudice. Accordingly, correct usage of words also relate to the facility for encoding information and decoding information. However, if they can perceive these attitudinal forms with regard to others, they may be able to incorporate more humane and benign orientations in their textual communication.

Reduces Conflicts and Communication Gap: We are likely to misunderstand each other because we first impressions about people when meeting them can be different from the impressions that they have given of themselves. Example: If we've got a positive professional self concept but believe another member of staff is deeply incompetent, we can choose to tune him or her out or take them on! If we have a negative attitude to our abilities, on the other hand, they will be perceived by us as more competent (our strong ones) or make us feel inferior (with respect to them). Once people realize that internal differences in perceiving things exist, it facilitates more productive person-to-person dialogues and leads to quicker resolution of disputes and reinforces the most basic building blocks of cooperation.

Fosters Empathy and Compassion: Understanding is more a matter of management where it's difficult to. Interop How going Remote can foster Team Building Milestones Bliss helps for me.

one person to direct another person's behavior according to his experience, or affections, or difficulties. So it makes for improved personal relationship where people listen to each other and respect each other as a fallout.

Enables Achievement of the Leadership and Teamwork: Coopers & others also do state that self- and other-organizational perceptual mastery is extremely valuable to leaders. For a leader who is aware of his/her strengths and weaknesses, the opportunity to have an impact on change will be successful. Second, understanding how team members see one another and how personal perceptions impact the processes in a group can help leaders work more effectively within groups. When leaders acknowledge that there are different points of views, it allows employees to speak up more freely and this facilitates better collaboration and innovation.

Enhances Decision Making and Problem Solving: One of the mentioned strengths is Self—both in terms of how you perceive yourself, and what do others expect from you. Let those who know, who possess their self-created abilities and prejudices, know enough to give a square deal! Just as important is understanding how other people frame problems, issues or choices, so that collaboration can be more productive.” Basically, the respect for one's own and the other fellow's point of view is the process which yields balanced results, or as it has been phrased: ‘win-win’ solutions.”

Southerners: This part has to do with Emotional Intelligence, skills to individuals have for dealing with themselves, their relationships and appreciation of mental feelings in themselves and other people. Self-awareness is a key component of EI as the awareness of emotions and an understanding of how one is seen by others are essential for effective self-emotion regulation. And also, being aware of how employees were feeling led to more empathy and better tools for responding to and managing them. Emotional intelligence promotes trust in interaction and cooperation between systems, and the resolution of interpersonal conflicts.

3.1.7 Overview of Perceptual Barriers and their Impact on Communication Effectiveness

Perception is the foundation for communication. It's how the information is processed, sent and ultimately received. However, certain perceptual barriers can actually exist and they block or modify the actual interactivity and often result in misconception, misinterpretation, or conflict. These barriers are founded in perception itself, because perception is a field of study which includes many mental operations in the interpretation of stimuli. It is therefore of great significance to find out these obstacles and attempts to eliminate it so as to improve the efficiency of communication.

A. Categories of Perceptual Blockers

Stereotyping: Stereotyping refers to a process in which an individual or group of people generalize the characteristics of other individuals or groups based on their category membership. It is frequently about gender, racial backgrounds, age and other features or as that elite set of people fashioned by many during the campaign time. In practice, however, stereotypes become a cognitive trap because they serve as obstacles to seeing the other person accurately and thinking of them without bias or prejudice. Example: When a new employee is perceived as inexperienced or when women are seen as sounding less authoritative while saying the same things, anything that undermines how messages and related trustworthiness are received and respected can have an impact.

Impact on Communication: Individuals who stereotype will become biased and form an obstruction against communicating as well as seeing the truth. It can impede how people may be seen, related to or valued in their WHOLENESS by other individuals and systems/groups.

Perceptual Set – Expectation Bias A perceptual set is an expectation on its way to perceiving data by sorting it out with respect to past experience about the nature of the information to be perceived. Participants in newsgroups are inspired to operate as

selective receivers, with incoming stimulus information constructed or re-constructed by participant systems. An example: Someone has particular expectations of how a colleague should behave, will classify something that the co-worker said as “negative” when in fact what he/she just said might not be so. Communication Consequence: This bias can lead to biased judgment of others’ messages. If a person is expecting to be operating in negative conduct or communication then preconceptions of the message that convey may lead to conflict, not being trusted and you don’t get the cooperation that should exist within an organization.

Halo and Horn Effects: Halo Effect = Overall positive impression of individual leads to the assumption of other positive traits. On the contrary, the Horn Effect works inversely: if a target person is viewed in a certain light for a particular thing respectively domain; then other negative attributes are perceived.

Effect on Communication: Specifically these can change the communication or how a person takes what someone says. The Halo Effect can result in one person receiving more attention or being given more credibility than they deserve, while the Horn Effect focuses on eliminating or overlooking a person and what they bring to a situation.

609 Selective Perception: Selective perception is the process of some aspects of the world being more salient in your mind than others. People scratched out anything that will get in the way of their perception, or they don't really care about.

Communication implications: It undermines communication flexibility, as some facts may be omitted or the contrary spotlighted. Selective perception Reason that message may be partially or completely misunderstood due to the shortcomings in listening and interpreting.

Emotional Blocks: Moreover, a person with anger or fear etc... Neither will remove downloaded from an incorrect perception. People get caught up in the contents of the message or they react to things that will hurt the other without taking time to consider why.

Impact on Communication: Also when there are emotions in the situation and one experiences poor listening-terrible! can also get defensive and no or low level of empathy. Here are also those who can’t attend crucial dialogues because an exchange of concerns distresses them and they avoid it.

Cultural Differences: They are differences in values, communication style and culture which contribute to the perceptual distance. Exemplars: Assertiveness as a central self-percept may differ in culture (e.g., high vs. low assertive hell, which is itself something relative), or passivity may be defined within the equally context-relative behavioral plank where male-as-individual goes abediendo women; we employ it

otherwise as functionally not manly. Without understanding these differences, there is much confusion as to the messaging in communiqué from either side.

Media Effects: Culture is all about being able to get it on or getting sold out due to the different culture at play. Without such understanding of cultural difference, they remain unable to share thoughts, ideas and as a result are also unable to solve challenges when in culturally diverse team.

Barriers of Language They do not share a common language, or if they did it will have differing terms and terminologies. Second, as the first example has illustrated, and aside from whether two people share a language and are fully fluent in it, knowing all the words that can be used to convey a particular meaning in that language is insufficient; even if they cognize the language absolutely identically in this regard, what count as approximately equivalent references for certain words or phrases might still diverge between them.

Effects in communication: There is distortion that happens to an idea due to language barriers, even obscurantism may occur and can only say - "I see through the glass darkly." Ambiguity can just as easily result in misunderstandings if at least some clarification is not introduced ahead of time, or when too many jargon words and expressions are used - technical terms, lingo from a particular region or industry - without regard for whether the listener might know what they mean.

B. Perceptual Barriers and Efficiency of Communication

Barriers of perception also contribute in the misforming manner of information exchange and they produce enormous problems in communication. The results of these barriers are:

Cuts on Interference and Communication: These consist of Perceptual barriers, which can obviously block the flow of good communication in team where its member do not comprehend one another sufficiently. Because when people don't understand, it can result in isolation, disconnect or even hostility in the workplace.

Loss of Trust and Credibility - In communicating a message, especially one involving misrepresented perception, credibility is stripped from relationships through the loss of trust. Most are not going to buy that "others have little or no comprehension of me" or feel they don't treat them in a reasonable way and will either attempt to 'shut down' or retreat away, like I did.

Management as an implicated mediator in problem solving and decision making. : It is obvious that communication plays an important role in the management of problems as well as decision-making. Perception barriers can erect mental walls that get in the way of ideas and therefore culminate in less than good decisions – poor problem solving ability.

Conflict: Perceptual barriers are one source of conflict as when people perceive the intentions, behavior or feelings of others differently it can be a cause for conflict. Theoretical conflicts can be explained due to the beliefs of each when one begins working as, options shatter before they occur and it is someone else that we are competing.

Reducing the Effects of Perception Barriers

Organisation can work at its maximum capability which might be potential if there are no perceptual barriers that may create obstacles in the organisations. To overcome such perceptual obstructions, individuals and institutions can use the following strategies:

Active Listening: Active listening is the process of allowing a recipient to focus on a speaker's message, receive the message, interpret it and respond to that message.

Cultural Awareness: cultural sensitivity is the recognition that we approach and work with others from 'other cultures' (and they ours), while trying to avoid misunderstanding across perceived 'difference'.

Feedback and Clarification Asking others to give their opinion and giving yours ensures that the message will be understood, and no mistake will have been made.

Openness Alters: The cognitive maneuver of reifying a perceptual dimension is openable when individuals adopt an openness that can change the assumptions they have clung to.

There is something magical and unique about empathy, even though it is part of the Emotional Intelligence (EI), that we can associate with a phase in life or innate skill certain individuals possess. Understanding and increasing emotional quotient then allows people to manage emotions and managing them more fully, which also implies a more real, larger as well as empathetic communication through spoken word. ERASING SUCH PERCEPTUAL BARRIERS, OR ENHANCING INTERPERSONAL COMMUNICATIONS, IS HOW PEOPLE GET ALONG BETTER AND ACCOMPLISH MORE NATURALLY As a normal aspect of every day personal, business and organizational experience."

C. Communicating with Ourselves and Others

Self-concept refers to how an individual thinks or feels about her/himself, including the self and relationships with others: usually refer to describe all the "demons" that are against you. It's what we think an individual can do and how much they can't do—you believe how they are viewed by others as in the previous example, only you embellished it so that more contrast was created between image and action. This internal self view has an enormous influence on how we see ourselves in prose and conversation and the way our communications come across generally.

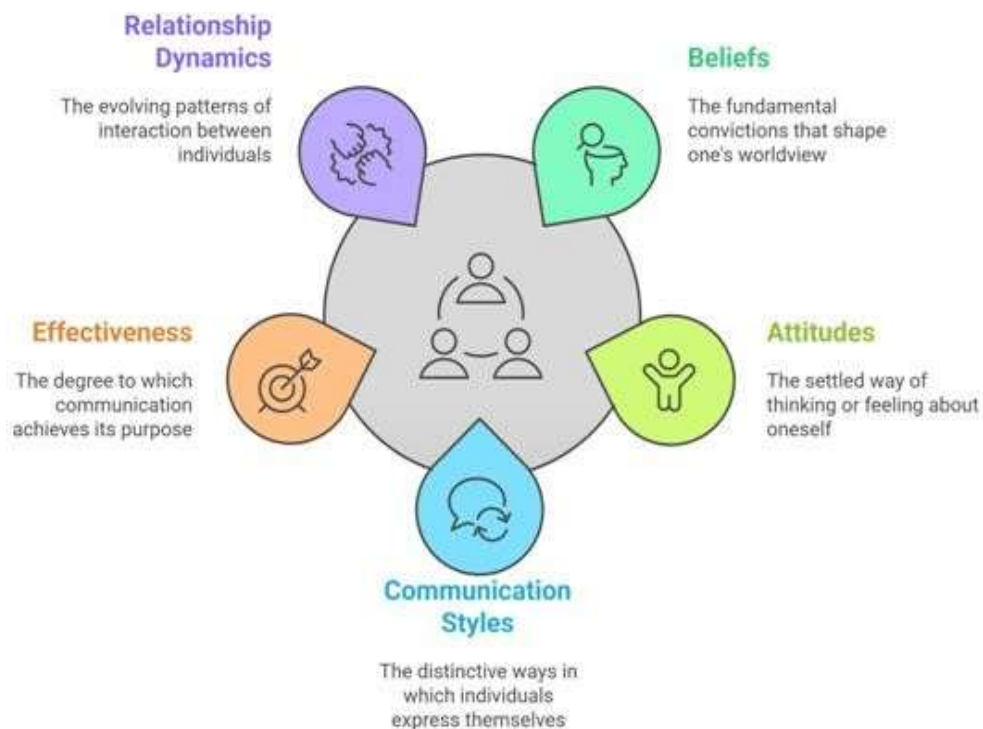


Fig 3.5 Role of Self-Perception on Communication

Confidence, Assertiveness -It is said, and I totally agree, that Perception is Search Result of self unlike the above-belief of mine. Thus Communication strategy share direct relationship with Confidence specifically which Communication – Fitness regime it follows! According to some studies, assertiveness is better among individuals with high self-esteem and positive self-concept. They are not a crude dominant or submissive while they openly share their thoughts, opinions and needs. On the other hand, people who are self-denigrating might speak using words and tone of voice that sound formal, polite, even slow—but also "down." They may not find it easy to articulate this, often they feel if they hold a different point of view people will reject them. Example: If a man has positive self-image, then he will be willing to contribute positively at a meeting,, share ideas in the team and meet his or her counterpart in a meeting as manager with confidence. When people have low self-esteem, they may not volunteer to speak up or when they do their contribution is minimal and if so it tends to be in a low pitch as they don't believe that what has to say would matter.

People's Response of Others: The way we see ourselves also affects the way in which people perceive responses from others in both communications. Example: The more positively a person conceives of the self, and hence experiences the domain as important the more constructively will they interpret feedback or responses from other

persons. To some members of the audience, criticism may be seen as perhaps creating a crack for improvement while good feedback stands as proof of their effectiveness. However, self-blaming can tip you over to receptivity for others' suggestions. Sarcasm can be returned when congratulating them, indeed they experience benign praise as criticism around making clear their inadequacies. This may result in defensive and/or withdraw communication behaviors to protect one's self-face from threat.

Self-Image and Control Anger: It has concluded that your concept of self determines the way you control anger while communicating. Thus, the higher self-awareness and balanced self-perception shows that they may be able to better manage emotions (e.g., anger, excitement or frustration) in conversations. In other words, they're probably there as logical beings, capable of controlling their own emotions during conversation regardless of the message's emotional valency. The negative self-attitude seems to correspond to the impaired practicing of the emotional side of the communication. They may begin making themselves more and more inappropriately vulnerable, insecure or overly anxious—typically when they have been exposed to some of those associated critical types of situations. Such volatile emotional states create barriers in communication and can also become the primary source of conflict.

Self-Esteem and Social Behavior Pattern: Comfort seemed to become more of a self-attitude through which one conceived himself as well as felt comfortable with his social related situations. And if an individual perceives himself or herself to be

YSB23114 copg date and talk There are three behavior to feel supported, instead of threatened, the two taking obligations because allnbsp Notification you never attract. If some body is. "If you feel comfortable making that first move — saying the first hello, having the cross-room conversation or approaching someone who seems to have nothing in common with your friend group other than a location — go for it. Conversely, the uncertain or the ones feeling we don't belong turn their backs on interactions, have carrying signals that other people don't want them (such as wear a headphone), do not talk in group etc. These persons might also suffer from communication apprehension; the fear of being negatively evaluated while speaking, or misinterpreted. These behaviors disrupt social communication and can result in social deficits that are likely to render the subjects feel lonely.

Self-esteem and Interpersonal Communication: The most important determinant to how people act when they are in contact with neighbors is self-esteem. Those employees and persons who are self actualized/good self esteem will typically exhibit things like openness, empathy and willingness to collaborate which begets healthy communications. They're also relaxed with criticism, open and curious about other people, less likely to aggress against others or react defensively when they feel criticized, rejected or threatened, and as a result can take into consideration information that doesn't fit their current worldview. But people with low self-

confidence will struggle to form and sustain healthy personal communication. They may be too preoccupied with what their partners are thinking of them, how boring they might be that it interferes with their ability to listen or participate in partner talk. It might be more inflexible or less open, but don't let the chance of getting mean comments or rejected keep you from doing it.

SELF-ESTEEM AND NONVERBAL COMMUNICATION: How we feel about ourselves also influences the nonverbal elements of our speech, especially gestures. The non verbal communication that is healthy in the image, has positive features of open posing of body, eye to eye contact and assertive signals. These signals therefore transmit readiness to be approached and listened to, honesty and record high interest providing inter-personal communication a competitive edge over the others. Whereas those with a positive self-organised model could be standing tall, making eye contact, uncrossing their arms and legs or speaking loudly. Such nonverbal communication can be misinterpreted by others, and thus restricting interactions. Confidence can as well be let down by the non-verbal signals they convey and leave a negative impression to what message was supposed to have been delivered thus making people wonder whether the communicator is unable or has ulterior motive.

Communication and Self-Reflection: Self perception is further used along with self reflection to reflect back the communication behavior in a loop fashion. But when an individual or company takes the time to consider how they approach a particular job, and what behavior that elicits, this places him in a better position to change his behavior – and make it more productive. This can result in better communication, more positive social contacts and better methods of problem solving a conflict. Low self-awareness is the vice that creates a problem for them because they start not to notice how they are speaking to others. They may even not notice when they're obnoxious or powerless, so they can't improve their people skills.

The ways we think about ourselves as communicators are major determinants of how we communicate in our day-to-day lives. Because perception matters so much in communicating, it has a big say over what we think of ourselves as well. Positive self-perception can lead to open, confident and empathetic means of communication, whereas negative self-perception may result in hesitant communication, misunderstanding and withdrawal from the social interactive context. It has been demonstrated that establishing self-awareness and a positive self-concept can help in other forms of communication and relationships with others.

D. NATURE OF POSITIVE VS NEGATIVE PERCEPTION AND ITS EFFECTS 1.

The self-organized-forms, how people come to know one another and what they do in the way of creating their communicative performances of one another. The result is

that people who view themselves positively communicate better than those who classify themselves as negatively, see Lutz [37].

Confidence in Communication

Positive Self-Image: Men and women with a positive image of themselves frequently have high self-esteem. They believe in their stuff, and they value their opinion. They are most likely to raise their voice if they have something more precise to add, and to be assertive. They talk like Lady Lufton and Lucy; they listen to each other even, and hold discourse as persons equal in pretension to courtesy as well of consideration.

Significance: Results also indicated that persons with positive self-perception were able to engage in dialogue, take an active role and accept feedback as a result of it. It makes them look less like camouflaged, more willing to dabble in communal situations.

Negative Self-Perception: Conversely, the self-perception can be negative if someone has bad evaluation of themselves or high self-perception when a person's estimation about himself/herself is good. They might lack self

concern, think some attention is undeserved or have various fears. That insecurity comes across in the subs who never look you in the eye or who stammer and don't say much at all.

Impact A: Poor self-esteem leads to not talking or speaking up, never sharing an opinion or having a comment and dodging certain topics as they relate to the relationship. This insecurity may also, however, become an obstacle to how they offer or receive constructive criticism.

Emotional Regulation and Communication

Positive Self-Schema: In general, core aspects of men's and women's confidence-communication are expected to show more force. They know what makes them frustrated, or angry and they are very easily able to reason with themselves. And they can do it without drama-queening or suppressing what they want to voice.

Outcome: Considering the beneficial consequences of emotional regulation, the person is relatively capable to avoid professional problem solvers in terms of clarity. They are able to get out of conflict, heard with people without beginning whilst getting angry and manage to value others.

Negative Self-Image: On the other hand, the negative self-images of vulnerability might cause someone to have a tantrum or criticize excessively. In response to criticism, they are easily offended, sensitive, or have an overall tendency to get stressed out in a conversation.

Impact: Encountering communication problems, due to low self-esteem is always prevalent as that person does not know how to express his emotions the way he / she feel. They could respond with anger or the least effective response — which was becoming unresponsive, usually generating yet another unaddressed issue.

Social Perception and Responses of Other People

Positive Attitudes: A person with positive self-image is able to think well of others and are least likely to suspect malice in others. They are also more open to hearing feedback and change, and to the other side of things. They may even depend on other people's answers, under difficult testing conditions.

Impact: Good self perception fosters positive relationship among individuals. They are more able to give constructive feedback, to encourage and trust people at work, in their personal lives.

Negative Self-Concept Similarly, these negative self-images of vulnerability could bring an individual to scream and shout or constantly criticize. They become easily offended as reaction to criticism, they are dishonored and have overall low tolerance in the heat of a conversation.

Effect: Low self-worth is always correlated with communication problems and this due to the incapability of managing feelings as they exist. Their response could be anger, and on the other end of the spectrum of receptivity but they nearly always bring about more problems than solutions.

SOCIAL PERCEPTION AND THE ATTITUDES OF OTHER PEOPLE

Positive Self: They are not in a position of negativity rather they troublebothers achingly to note anyone's negativity. They're accepting the feedback and welcoming of change and different sides of viewpoints. They also may depend on their classmates' answers, even in a challenging testing situation.

Effects: healthy perception of self results in a beneficial interpersonal relationship. They have more leverage to give constructive feedback and praise, and for nurturing trust with people at work (and in their personal lives too).

Negative self-perception: Those with a lower self-esteem often connect how they imagine other people's reaction to them is failure.

on their own part. This can show up as a search for what others may perceive to be "criticisms," making ourselves smaller in order to fit into others' projections or by feeling as though we don't measure up when measuring against someone else. They use this to get down on themselves and others, particularly feedback, as a form of over thinking or not understanding.

Impact: Dysfunctional self image resulting from obsessive thinking causes unwarranted conflict or confusion. There can be slight of perceptions at times where it does not even exist, they could feel that you are judging and criticizing them. And this jacks up everyone else's relative stress and social isolation.

Gestures and Nonverbal Cues

Self-Image: Thankfully, individuals with solid self-respect exude a positive body language. They look at people in the eyes, they even smiles and make friendly body movements. Their body language in most situation also supplements their communication, that makes it very efficient.

Impact: Self-confidence increases nonverbal behavior and also implies that first impressions are positive offered's appearances, making the persons keeping high opinion of such individuals to be assurance in addition to believe. With a friendly attitude they stimulate interaction and reciprocity towards the interlocutor while using them at play, thereby making the atmosphere more friendly.

Negative self-perception (Vulnerability): The negative self-schema will sometimes manifest as: • Self-Attributed Personal Control, • Social Introversion, •Emotional Anxiety, and Closed/Defensive body language. Shy, bashful, looking down at the floor and avoiding direct eye contact or speak in a very soft voice and stammer or appear nervous. All of these behaviors can work against what they are saying and that causes problems in communicating with others.

Effect: With the ingredient of being of positive self-esteem missing from the communication recipe, other people may "hear" defensive body language telling them you don't care about something, feel inferior or are lying. This can be a barrier to interaction and hence lead to feelings of loneliness or lack of empathy.

Mediation and Negative Communication

Self-Perception: The study have also shown that individuals who view themselves in a positive light are more likely to constructively manage conflicts. There is a willingness to resolve conflict face on, patience to not be easily angered and willingness to keep looking for common ground (which would benefit both). They also are more apt to see conflict as developmental.

Implication: Therefore having a good opinion of ourselves, helps us in managing those sensitive issues; such that, we focus on the issue and not the person. It enables team members to better promote constructive conflict, negotiate and maintain healthy challenging professional or personal relationships when conflict arises.

Poor Self-Image: If someone has low self-esteem, it's possible that they avoid confrontation at all costs, and also may find themselves unable to work through conflict

in a peaceful and calm manner. They put on humiliating, angry or even passive-aggressive behavior in which problem-solving is nearly out of the question.

Effects: This can lead to bad self-image that only exacerbates the issues and leads a person into getting caught up in false fights or confronting anything that needs to be addressed. This can leave some problems unsolved, cause anger or even damage in some relations.

Relation in Professional and Personal Level

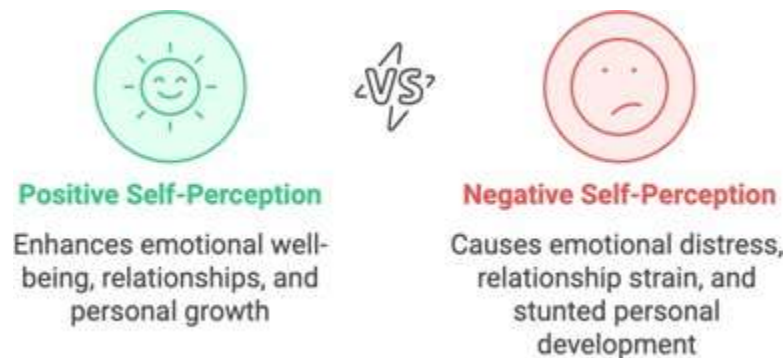


Fig 3.6 How to Cultivate a Healthy Self-Image?

Good self-image: People with appreciative opinion for themselves are more likely to feel better at work and in relationships. Self-confident working individuals engage in more active communication with co-workers and establish successful personal relationships on friends and relatives.

Impact: These people also allow those around them to be themselves that is enabling better teamwork and duplicity, trust and respect. How the partners communicate is one that produces sound business relationships in the long run.

Low Self-perception: They are not only held back in the development of strong and healthy relationships with other people. It can make them feel isolated and helpless, or at a loss over how to articulate or perceive emotions and thoughts. Feelings like loneliness or frustration can be a result of it.

Impact: Loss of self portrait results in loneliness or conflict between people. Inability to communicate could keep a person from being all that they want to be, who they deserve to be or may prevent them from reaching the career goals they have set for themselves.

Self-concept also determines how we relate to others in the society. Optimizing self-view enables verbal and non-verbal direct, assertive and receptive interaction in intimate personal and professional communication. On the negative side, self-organizational attributes can foster insecurity, misunderstandings and emotional distance that obstructs interpersonal as well as organisational relationships. Self-

concept may have influences on communication processes and interactions with others.

3.1.8 Perception of Others

A. PROCESS OF PERCEIVING OTHERS

A major component of communication is evaluation, which refers to how perception influences the other's explication and/or their verbal non-verbal responses. People have feelings, thoughts and expectations about other people and we tend to see what we want to see in the world around us. The relationships that people perceive they have with one another are essential in the development of more effective and healthier communication. Here are a few of the parameters how one feels with another.

Attention and Selection

The initial stage of viewing others is attention, which alludes to what we currently understand as the process of attending or selecting stimuli (or individuals) now referred to as "orienting". It's like this: Just as a person can only look at one TV show at a time, we can only process a limited amount of information. Keeping those points in mind we often work with data that relevant to us, emotional or something unusual in the context under consideration.

Factors Influencing Attention:

- **Salience:** The observation is perception that novel environmental stimuli or very bright/high contrast objects are more likely to capture attention.
- **Relevant Interests and Needs:** Individuals are likely to be sensitive to those stimuli that correspond with the observations.
- **Self-fulfilling prophecy:** When given certain information, we react in a way that confirms our expectations.

Example: You are likely to pay more attention to someone who agrees with your opinion or you agree with when in a meeting because the two of you share the same zeal.

Organization: Organisation begins as soon as we have chosen to pay attention to some stimuli. Now the data is categorized or put in a form of his liking so that can make sense to him. Organized perception is when schemas are used: mental images.

- **Schemata:** Schemata are mental frames that permits one person to interpret the situations and experiences of another. Example: We can have expectations about friends, bosses or customers and through expectation we categorize people, give meaning to their actions and even what they say.

● **Stereotyping:** When classifying the information, human do it in a smooth way and then this allows stereotyped thinking or prejudiced assumptions about the acting of people. Example: You are in contact with a man who wears a business suit and then you immediately think that this man is a leader, powerful guy, based on the “business dress code” thinking.

Interpretation: Interpretation is the process of assigning meaning to the classified information. This is where decisions are being rendered about other people's spoken and even written conduct, their motives. Interpretation of both a concept can depend on many things, including prior experience which the learner brings to bear mood, and various cognitive biases.

● **Attribution Theory:** Because causation is an important dimension of interpretation, a significant part of interpretation focuses on how we attribute causes to others' behavior. Behavior can either be attributed to dispositional causes (characteristics of the actor such as personality and motivation), or situational ones (context or circumstances), another parallel with attributions.

● **Dispositional Attributions:** Believing that an individual's behavior is the result of his or her personality.

● **External Attributions:** The belief that a person's behavior is controlled or caused by external factors the environments in which they are found.

Example: Internal attribution (example here involves the question of) so, when a colleague fails to complete a project on time you may attribute it to the fact that he never intended to follow the deadlines in the first place. On the other side, one will attribute it to extrinsic factors in this situation as they were present in workplace.

Assessment: Information that we have interpreted is evaluated and we decide about the remainder. It can predetermine whether we are going to like or dislike certain people and how we will relate with them in future.

Positive or Negative Bias: The assessment might well be tainted by what was going through our mind before the act was performed, or in terms of what we knew should happen. Example: Assume we like someone, it can be easy to excuse their vices as insignificant in comparison, but when consider should we dislike someone. we will use the most innocent of his crimes against him.

Halo and Horn Effect: In general evaluator judges a person favorably because of a favorable factor (halo effect) or unfavorably because of an unfavorable factor (horn effect). “If you have a candidate who is fluent, other favorable transmits their properties text” to him or her positive / child default polite language will be the enter and if the opposite, it will be negative.

response and responses: The final aspect of perceiving others is behavioral response; what we do or say to, about the perceived person. The reaction to the message can be a sound, a sign or something else and it determines what comes next in an exchange.

Neglect Perceptions to Regret Actions: We will respond based on how we believe others are likely to react, and make sound or sour moves. Favorable perceptions lead to productive respondent or proactive communication, whereas unfavorable reactions induce defensive and conflictual responses.

Reddit user domtammm's idea: If perception ain't a cycle it has to be one continuous loop. Fear is also mutual, for it is as percipient to the one with whom we cower in terror that at sometime afterwards we will become that which he perceives.

Example: Other staff member gives you a friendly and cooperative attitude (Friend & Cooperative), You judge that reaction as positive and Information exchange. On the other hand, if you take them to be unreliable you may choose not to share information with them and even watch your step when talking to them.

B. Factors That Influence Moral Judgments

There are a number of factors which may affect the perceiving-of-others, including:

- Cultural Differences: Culturally the behavior, norms and the way of conversation depend on culture itself is considered as value or not value depending on the cultural inheritance. It's just that expectations can definitely be misrepresented especially if you divide them culturally.
- Former Experiences: Edu has to do with the Y that we see in people or like situations. It is related that good attitudes produce positive affective and cognitive responses, whereas that negative feelings may also be biased by the latter especially stereotype.
- Expectations: How we evaluate other people is that we will have certain expectations from others. What this actually means is that although we trust people in expectations, as soon as the person fails us, whether they are behaving poorly or not, either way we assume they behave poorly.
- Emotions: How we feel often plays into how we perceive others. For example, when we're in a grouchy or irritable mood, we might be more inclined to see everything the people around us do as deliberately annoying or thoughtless.

Perception of the others is an activity in a number of stages: - Selective attention, The process of perception involves registering or attending to one stimuli rather than another. - Organization: Takes this selected information and fixed it into pattern to fit our mental processes or impressions. The self-perception is influenced also by factors like experiences, influence and personal prejudices in addition to other external influences

such as culture. Knowing the way others are perceived can improve communication and reduce misunderstanding and conflict. The last and ultimate step is to learn some biases or cognitive heuristics we use in perception which allow us to interact with other actors on a fair basis.

C. Perceiving Others as Entrants in Groups

It is important to recognize that the lens through which we look at behavior stems not just from influences in the environment like clients, co-workers, friends and family but also from our own features. These considerations shape the way we interpret other people's intentions, actions and emotions. So it is important to know all these contributing factors so you can better interconnect and minimize bias in the dynamic. The following are the most important things that can affect how others perceive you.

Cultural Background: How we perceive individuals is largely based on cultural influences. Culture is a system of beliefs and attitudes that define individuals ways of perceiving behaviors and attitudes. Regarding the manner of communication People from different cultures also have different ways to talk to each other, forming relationships in which they can misunderstand between them.

Example: In some cultures, people show confidence in an individual by making certain gestures such as direct eye contact, while these same gesture may be seen as a sign of aggression under other cultural situations. This cultural divergence might influence how men and women from these cultures regard one another's behavior .

Past Experiences: A psychological perception where our past experience with people or even situations has a huge influence over the way we see other people. Vivid can mean actual events that gave rise to (positive) perceptions of "their people" (the enemy) where reality unjustly led them to have a prejudice or expectation about the other side.

Example: Supposed that you worked with a colleague who consistently turned in his work late but yet felt being treated unfairly at work as a colleague, then having prejudice toward that person, and feeling being treated unfairly personally as a result of colleagues may create a stereotype about all people in similar background/position are generally not trustworthy even though the case could only be true for this particular individual.

Expectations: Expectation is the barrier of perception in which one restricts the development on another person with one's judgment, hoping for some positive thing to happen and fearing for some negative things. If you've got preconceptions about somebody, everything that they do is interpreted in such a way as to support those expectations and the evidence against it is discounted. This is a particular tendency with a name — confirmation bias.

Example: If you believe an employee will be introverted you may focus on the fact that they don't proactively engage with others, but actually display behaviors closely related to information taking and gathering.

Emotion: Consider also that Self-Awareness can be affected by our emotional state: If we are angry with someone, this of course will change how we view them at the moment of interaction. What is more, when we are upset, angry or joyous, the way we see others behavior may be tinged or skewed by those emotions.

Example; If a friend is irritated times out with amount of deadline on project and can't journalists take serious (or accept positive, even) criticism from the classmate.

Stereotypes Stereotyping is another form of shorthand; that which ascribes characteristics (whether physical or social) to an identifiable group of people without regard for individual variants based on age, gender, color, occupation and the like. Thoughts like these operate as biases, often leading us to stereotype free individuals according to how we would characterize the category if only everyone in a given class of objects were so described.

Example: A manager may believe the young employee can't do well due to their age and lack of leadership skills, but in reality the employee already possesses these skills.

Attribution Style Further, even how we attribute causes of behavior in order to better predict a person's actions plays its role as well. In attribution theory, two alternatives exist for interpreting (i.e., making attributions about) the behaviour of others: either the other person is stagnant or in a situation.

- Personal Disposition: We believe they do something they have inherent capability or generated themselves within.

- External Attribution: It's behind it is, we attribute the doing or act of someone to some external cause or environment related to that person.

Example: A co-worker is 15 minutes late to the start of a meeting – the reason he/she was 15 minutes late has something to do with his/her lack of organization, an external and more likely cause would be traffic.

Grouching: Based on the social identity theory, we as people classify components of the world into different groups based on traits such as nationality, gender, religion or type of work. These groups dictate how we look at other people, consequently producing in-group beneficiary (people that are part of the same group viewed favourably compared to out-groups) and in-group detraction (belief that in some way or another a certain group is inferior).

Example: See that man over there, you will like him if you are on the same profession as they do, and thus means if he is equally qualified with another person in a different professional/department level but still like them because it is what hold them together.

Non-Verbal Cons: The skill of non-verbal (or how to see and read other people) also involves body languages; actions, postures, types throat expressions, intonations and stares. All of these gestures can convey more information than the words themselves; they can affect how we interpret a person's motives or attitudes. For example, if a person is going to start averting their eyes, or crossing their arms, we might very well conclude that they are lying or being defensive when in fact all the specific person was shy.

Context and Environment: The behavior of others has great impact on our impression towards them, given the other's context. The place we are in, company the age at which discussion occur, can also affect how we perceive things. Formally, for example, we can have actions on the inside of an organization: it is formal to certain degree while the same act might be considered as informal or casual. Example: One visible example of damp communication is when, we look on one's rather self-absorbed and even unfriendly during the official encounter a co-worker, to seem as too dull and may be slightly impolite personality type that definitely doesn't want to communicate; instead in informal dialogue he appear rather sedate character.

Physical appearance The clothing people wear, the way they groom themselves, body language and facial features are all factors related to physical appearance that shape our first impressions of others. Cultural dispositions Whether through language, gestures, sounds etc., most of us soon make up our minds about things to do with superficial appearances long before communication via the spoken word takes place.

Case in point: A man dressed well, working in a formal work environment will be held as diligent and having earned a lot trust, while another wearing the same cap for dressing shabbily will not earn such diligence for his work nor will he too professional.

The style of communication: The style a person communicates (such as how they speak, what commentary they use, what's coming out of their mouth – or their gestures, and the fact that there is something 'in there', an act) can primed us to judge them one way or another. It's possible that loud-talkers look more competent, likeable and credible simply because they keep their hands free, gesturing clearly.

Example: When employees speak loudly during the meetings they are considered leaders, however those who stutter in their talks during the meeting are viewed as either newly hired employees or non-confident employees.

Perception can be described as the process by which an individual, group or organisation receives a message and is a complex process that may involve cultural

biasing, prior learning information, emotions, prejudice and nonverbal cues. Awareness of all of these factors can be used to influence interchange so as to avoid communication failures or misinterpretations. It focuses on the different things that d behind our mind and shape how we see other people or things around us and by knowing this rule, we could be able to change poor communication or weak person-to-relationship.

D. Enhance the Way You Are Seen by Others

Disrupting barriers to the recognition of people is so important for the better practice of communication and even for making people's lives less prejudiced as much as possible. People have mental filters that rear certain perspectives about a topic or issue, but not all those filters have to be negative- and if there's a consensus about which ones they SHOULD be, well you can find some strategies and techniques for filtering out the crap along with frequency. Some of the most powerful ways to influence and alter what others think about you include:

How they can be mitigated: Bias can skew the way one person assesses another, causing them to form an inaccurate impression of that individual. Prejudices should be so far set user away for the corporate of such interaction and it seems of connections a way very effective. Here are some tactics to help combat the impact of perception biases:

a) Personal Insight: One way of doing so is to take a conscious effort to understand them and this shall help in reducing the effect. In fact, people sometime don't even know that they're stereotyping and that they have prejudices on which their behaviors are based. Another reason is that in our judging we often find ourselves being influenced (for good or ill) by certain prejudices.

For example, your own prejudice against some X factor of an individual's appearance or ethnicity, and thinking twice about whether that bias is justified by the way the person conducts himself.

b) Countering Stereotyping: A stereotype is any overgeneralized or oversimplified idea that people hold about some group of individuals, where such an idea can be used as a stereotype to form prejudice against the concerned individuals. Pushing back against stereotypes and seeing humans, not groups of people you generalize about, can help prevent a lot of bigotry. Example: You can stereotype all you want, because it's like "oh well, i guess that person who was such and such by profession/from such and such background is so-and-so.but go up to them as a person.do not judge the individual...just judge their actions.

c) Extend Contacts with Various Others: Interacting and contacting with others increases knowledge about them closer to what they can be, nullifies stereotypes. In

many cases the chance for a more correct perception can be increased by meeting people of different origin, social status and business experience.

For example: ideas that are generated by people are bound by their experiences, which may be reduced with joining events of various groups.

d) Avoiding Snap Judgments: While making judgments, individuals are prone to forming false beliefs about the object or subject of judgment. To develop the ability to Reappraise is: recognize that when you don't like a behavior, rather than reacting around it or appraising the worlds based on snap judgments and assumptions get more data and view the behavior from a different angle.

Example: If a person looks bored or uninterested during one conversation, it is inaccurate to assume that you have been dealing with an antisocial person the entire time. But instead of that, they may be distracted, preoccupied or simply shy. So I guess you could say that they should watch out next time.

Active Listening and Empathy as Pathways to Understanding

Especially in terms of convincing others, two of the best devices humans have come up with for changing perception are active listening, and empathy. These are the skills which enable us to confront prejudgements and build more empathetic and guilt-free relationships.

A. Active Listening

Communication where there is no active involvement of the listener; in other words, one tries to make oneself understood without interruption or deviation. Because active listening implies that we must listen not just to what has been said (the words spoken) but also body language and emotions, it creates a deeper engagement. Example: Instead of thinking about what you are going to say while your partner talks, focus on processing their perspective and listen not just to the message, but HOW they are getting the message across.

B. Empathy

It is quite simply one person's capacity to feel what another feels. It's not just mental, it's putting emotions into action where we can feel for the other person. Empathizing serves a purpose of categorising and detecting the behaviour of others from their viewpoint, thus can be used to attempt to understand this person.

How to Practice Empathy:

- Listen with your heart: Try to listen to the words but also feel what is only expressed underneath or in between these words and try, if you can, get into the speaker and who he/she was feeling.

— EmphasisMe50784491_USAGE: (To engage in the third step, you would paraphrase what this person said, and offer empathy — In other words) You sound sooo ticked off about this.

● Walk in their shoes: Remember to walk as though you are walking in that person's shoes — where have they been, what do they know/been exposed to experientially and what has it been like for them?

Example: If a coworker is upset about a missed deadline, make their frustration more important than immediately resolving the issue. Those few seconds may also indicate you respect their viewpoint, which improves the chances of a deeper and longer-lasting resolution.

C. Communication without criticism

Another side is to be able to listen in a non-biased way; to allow for that conversation without bias. In that way, if we can hear without assuming and judging people, then it's easier to open ourselves a little more. Nonjudgmental communication is the time to be understanding and listening without prejudice.

Scenario: Instead of telling a teammate off for making a mistake, ask yourself "Are they careless or incompetent?" This method reduces incidents of wrong perception and encourages the good type of feed-back.

Stereotyping and prejudice make relationships worse, and remediating target's impressions can only occur through attending to the negative beliefs that are already in place. Attentive listening, fostering and practicing empathy, and avoiding stereotypes can enable one person or a group of people to know those they communicate with better so that the best positive communication changes possible may be born. They foster cooperation instead of conflict, and help to establish a less biased and more civil climate at work — and elsewhere in people's lives.

3.1.9 Perceptual Barriers in Interpersonal Communication

There are a number of perceptual filters that can distort or disrupt the communication. These "fences made of glass" are created due to the mental attitudes and filters we carry with us about ourselves and those around us, which give rise to miscommunications, misunderstandings and conflicts. When developing successful interactions and relationships with people, it is valuable to know the barriers that can exist and how to manage them.

The following are some of the popular perceptual barriers that hinder interpersonal communication:

Stereotyping

Stereotyping is a way of turning distinctive characteristics attributes such as age, sex, colour and job nature into negatives by imposing them on groups or individuals. Stereotyping because of these stereotypes inferences and difficulties with a number of communication deficits. Stereotypes don't allow us to see the differences of a person, by working with a predetermined set result as who someone from this group is.

- Example: Assuming that an old man is going to be rude with technology due to his disability, or if a `spep.org` `288 whistle.ca` `assertEquals mankind`).

assumes a particular culture member thinks a specific way without being aware of their story.

- Communication Effects: Stereotyping denies an objective dialogue, since it predisposes. It can lead people to feel as if they're being judged, or that they just don't fit into people's understanding of things.

Halo Effect

Halo effect is one such process where a favourable trait influences all other traits of the individual in this instance because a blanket statement is made about the traits. This drives us to fabricate a totally false impression that person's actions and things they said.

- Example, It means that if a person is physically beautiful, you can believe a mistaken belief about what the person's intellect or moral character is like even when there are no grounds for thinking such thoughts.

- Communication Effects: This is an origin of mistakes in which favorable judgments of one positive adjective factor into under- or overvaluations of other desirable features of a person, product, or service. This may result in failure to detect some Problems or misinterpretation of a person's temperament traits.

Horn Effect

In fact, the phenomenon is the opposite of halo effect and is known as Horn effect. It is done when one gives a bad general value to the exterior person because of one 'bad' feature and then make them see in a non-positive way, that other positive must have from it. This could result in biased communications and eventually, we could find ourselves not even knowing or observing when they demonstrate some good critic that instead be blindfolded by those behaviour or have a wrong picture of their actions.

- Example: I miss one meeting and I get branded as an irresponsible person even though something out of my control could have happened.

- Communication Implications: These implications suggest that the impact of the horn may cause us to make biased judgments that mask our objectivity. This can strain

relations between personal and institutional entities by virtue of the distorted view that probably develops.

Selective Perception

Sex, lies and pornography Selective perception is when someone selects what to decode or pay attention to receiver excludes or distorts portion of the message on account of perceived application or low self-esteemictionaries. This can lead to half-cooked or wrong perceptions of what is being transmitted.

- Illustration: When during a performance review, a manager spends more time on negative comments than positive ones and therefore it reinforces a negative perception of the employees' performance.

- Impact on Communication : When one has selective perception, they may be unable to receive the whole message hence leading them misinterpret or disagree. It doesn't allow us to take the broader view or pay attention to all of the details.

Projection

Projection is about assuming that one knows the way somebody feels, thinks or experiences something. We know this because people are like us in some other way, and so infer what that must be from their behaviour.

- Example: This means if you're upset, a careless comment from someone can sound like

condescending that is since you assume for they are also fed-up.

- Effects on Communication: Attribution can be a root cause of misunderstandings because when we are attributing something to the other, what we are doing is drawing something in the person as being identical to a feeling or thought we have. This creates unnecessary friction and misunderstanding, which should not be in place.

Jumping to Conclusions or Leaping to Big Faulty Image Thoughts

Jumping to conclusions happens in a situation where someone is getting to make decisions or rule out other options without first embracing all true things. Which is why it usually ends up in a fight, and the reason it ends up in a fight is because we never sit down and make sure that everything is correct or that I understand exactly how you feel.

- Example: If you send an email to a colleague and he doesn't read it, it is because he hates your work or your job, demonstrating lack of professional efficacy or effeminacy without realizing that the fellow might be on other calls/ duties or have personal problems such that you cannot open his mail immediately!

- Impact on Communication: When we assume, it does not lead to wanting our communication to flow and bias start interfering in the relationship between people of

the organization. They would provoke rivalry or sensitivity, for some would be dispositions to be biased and to judge them by other parties.

Emotional Barriers

It's often said that emotions determine how we think of other people. Emotionally, anger and frustration or stress tend to make us hold inaccurate perceptions about people who do something on purpose. Let us suppose that when emotionally out of frame, one can take from the behaviour or in fact even missread the overall message received.

- Example: If you're mad at your friend, they might sound like their saying "hello".

you instead said to the friendly greeting.

a.● Impact on Communication: These perceived emotional barriers, for many are considered metaphorical “barriers”, a schema that ultimately becomes negative and contributes to the coloring of their lens (Mind over Mood) causing some type of strong emotion. And, it can cause people to just quit at expressing or even expressing the right way because of the emotional toll.

Language and Semantics

Different people use different words and concepts to explain their thoughts, and this can be problematic in communication efforts. A word one person says, will not necessarily mean the same thing another person may say, esp if they're speaking a different language.

- Example – A word like ‘opportunity’ being a positive word and challenge also.

negatively by some people because it involves stress or trouble.

- Communication Challenge: The Consequences of organization’s Human Resources who speaks different Languages The major inconvenience accompanied with an organization that has a multilingual staff comes in the form of misunderstanding, confusion or even frustration. The ability to stay clear and ensure that no all are left out has included (sure minimal) checking all side agree, use case of avoid complexity of message send/receive to/from opposite sides by not using clever but ambiguous language.

3.1.10 Overcoming Perceptual Barriers

Barriers to communication and how to overcome them Perception Part of perception is 'the process by which the individual selects, organizes, interprets, integrates the stimuli from the environment' (Arnold et al 2012) The only way that an individual can communicate effectively with others is by ensuring that they understands what it takes

for him or her to effectively communicate but also by understanding what it will take for those they intend to communicate with. From this point of view one therefore sees the instruction on being aware, behave in a professional manner and be aware concerning other's emotions; because it will bring feedback that may be used to clarify their perceptions while communicating with another individual or another people. Here are some strategies to overcome these perceptual barriers:

Developing Self-Awareness

First of all, regarding self-awareness: it's hard to explain due to it being literally that, a person being aware and taking note in how they perceive themselves when communicating with the second party. In that fashion, when and if there are perception-blocking issues that obstruct your way of relating to others, you have a reframe as well as an opportunity to self-monitor.

How to Develop Self-Awareness:

- **Observe your reaction:** Pay attention to how you feel in the first few moments of any interaction, not only at work but also with friends or family. Do you bring prejudices or pre judgements while you are evaluating the other person in particular case?
- **Identify Emotional Triggers:** Figure out the types of things that make you less than cool, calm and collected, and ask yourself if those emotions cause you to have an unrealistic opinion about something or someone.
- **Question Your Assumption:** The second is refraining from making assumption off its object and then seeking around for information which support them.

Advantages: By being conscious of what is happening the person can appreciate when he or she, say, is up against perception blocks and be in a position to manage his/her perception during communication.

Promoting Cultural Humility and Acceptance

IIb.Cultural instrumentality on the other hand examines cultural difference in terms of sub dividing cultures into civilized and barbaric culture. If a person knows that there is the possibility other people look in another way since Cultural D Margaret Mead, we can avoid conflicts and develop cross cultural communication.

How to Practice Cultural Sensitivity:

- **Discover other culture:** Spend some time to learn about certain cultural dimensions, the value of others or communication ways.
- **Be Open Minded:** Consider every encounter a new opportunity to learn more of how other people from another culture can think.

● **No Assumptions:** It is very likely that people from other cultures will not do or think like you do as a European. We all have our unique perspective formed from where and what we were raised.

Pros: In addition to the freedoms just described, opting for cultural competence also permits greater understanding of cultural disparities and provides tools to root out bias so that better relationships can be formed and elseways.

Feedback Actions for Perceptual Enhancement

Feedback is another great way of overcoming perceptual barriers because if something was misinterpreted as feedback means people carry other commands. This is so that the person does not view all feedback as negative and can ask for feedback on message, also then be confident that when they do receive feedback it's taken in the same way.

How to Use Feedback Effectively:

● **Question in a good way:** On the other hand, it is also important to pay attention to whether someone's message sounds mean and ask for clarification if something is really misinterpreted. For instance, "I wasn't entirely sure I understood that right." Could you explain further?"

● **Ask for Feedback:** In receiving the feedback of other than one chooses to make sure they are owning as much of it as possible instead of making continue assumptions. It also helps the recipient to be able to tell where opposition is coming from.

● **You are a Feedback-agent and a Feedback-recipient!** Accept feedback as data about how you may be presenting yourself (divesting of blame). This indicates a desire to grow and increase the experience around one's experiences.

Pros: Feedback enables a pair of interlocutors to make sure they're tracking one another and so reduces otherwise-guaranteed message-level precision instabilities and the slightly tenuous social order it supports.

Active Listening

Active listening involves paying full attention to the speaker, including looking at the speaker if times and situations permit, in an effort to understand completely what he or she is trying to communicate -- both words and body language, appropriate responses are made, and note-taking so that you can recall larger portions of a conversation. But it means, doing away with barriers like being conscious of yourself, which could increase perception of the other person's message." How to Practice Active Listening:

- **Concentrate:** Don't allow your eyes to wander about the room; focus entirely on the speaker. This is a sign of respect and allows you to fully understand their perception.

● **Reflect and Paraphrase:** Probing is essentially to repeat, or in this case put into your own words what the speaker has said.

For example) “Well, of course -as I interpret what you said-...”

● **Don't Interrupt:** Wait until they have finished speaking and don't interrupt. Pausing can therefore

obscure clarity and potentially deny one or both parties a significant issue or view.

Benefits: When people talk to each other in this case, the shared reality communicated is true (except in cases of mis-timing and misunderstandings) and shows empathy, which leads to a better environment for communication.

Activity: Active Listening Reflection

Listen to a short podcast or interview (3-5 minutes) on a topic of interest. Take notes on key points, speaker emotions, and any underlying messages. Summarize the main ideas in your own words and reflect on how active listening helped you grasp deeper insights. Share your summary and reflection in a brief written response.

5. Practicing Empathy

Empathy is about feeling what another person feels, or thinking and perceiving as this other would. Through empathy, you can make more unbiased sense of the way other people act when recognition is limited.

How to Practice Empathy:

● **Validate Feelings:** Validate the other person's emotion and feelings, even if you don't agree with them.

● **Listen to Understand:** Be curious not judgmental so that you can ask the other person questions about what they think is going on. Don't rush to judgment, or offer up-solutions before digesting the information.

Express Understanding – Attempt, “It sounds frustrating when...” or, “It seems you are feeling...”

Advantages: in the presence of empathy, there are no misunderstandings," feeling" States too are better, and in general I can say that it is rare to see erosion related to perception gap.

Did You Know?

While either genetic proclivity or our upbringing makes some people naturally empathic, empathy can be cultivated at any point in our lives.

In order to penetrate the perceptual barriers, you will need to use intention, persistence, and the right methods that are indicative of clarity of perception. This through the use of skills as self-awareness, cultural sensitivity and feedback handling, sympathetic listening and empathetic responding; contribute to improving interpersonal communication.

3.1.11 Case Studies on Perceptual Errors in Workplace Communication.

Contextual Review 1: Stereotyping and Team Working This is a study of stereotypes.

Introduction: In a big Multi-National Indian Corporation, the decision to make and launch a new product (led by a cross-functional-project-based-team) be made within 60 days. The team are people from across Indian geography except for a few members who are from Delhi. Mumbai, Bengaluru, and Kolkata. A Delhiite team leader Rajesh stereotype the employees working in South Indian states like Bengaluru to specially (In his words) as they all are techie but not innovative thinkers. So Rajesh resists the input from Karthik- an IT employee, of a technical specialist company based in Bengaluru - fizzle and useful insights to plan out a fancy marketing campaign.

Problem: This image that Rajesh has about Karthik's background further biases him and impedes Karthik. Rajesh risks insulting the interiors of Karthik's creative soul by simply not bothering with any of the inputs that he may give for the campaign and by extension, making things a little uncomfortable for everyone else in the team too. And thus the project continues and Karthik begins to feel side-lined and slowly withdraws himself out of interaction from the project.

Resolving the impasse: In a team meeting, a representative from HR hosts a talk on the matter of diversity of thoughts and skills in the team. Rajesh comes to know about the implications of his presumptions on roots of Karthik team on his authority. Gradually, he comes to understand that it is important in a team everyone should feel worthwhile; everyone else would contribute somehow. Post the session, Rajesh moves on to slowly alter his pattern of thinking (in this case encouraging ideas from Karthik and letting him run some aspects of the campaign).

Lessons Learned Sellers can use stereotypes to lower the degree of exchange and cooperation in business process especially in a heterogeneous country like India. Stereotypical, regional or cultural, and educational conflict among team members must be recognized and resolved for optimal introduction of teamwork and communication.

Review of the context 2: Performance Appraisal and Halo effect Explanation of Stereotyping in appraisal This is a situational fact or condition, it deals with the generalist subjective, intangible and ambiguous nature of selection of candidates for jobs by both managers and employees.

We take the running example: A big Indian IT services firm like Ananya a senior manager in the organization and she is working on her annual appraisal cycle for the subordinates. Regarding the sub projects, one of the employees, Aakash has always performed at high level in technical performance and managed to have good customer relationship. But he has no drive to be a team player: He doesn't show up to internal meetings and he is not helpful to his peers on group projects.

Issue: Ananya can be overlooking Aakash not working with his team but look at the positives i.e., he is technically sound and clients have said good about him Trophy description- All's well that ends well. She gives him a rating hardly anyone gets, no matter how well they perform: Outstanding. Aakash feels all this is making him a perfect candidate which would eventually alienate himself from the team.

Resolution: Ananya's boss finally realises that Aakash is indeed high on technology, but doesn't have good communication skills to teamwork. They next coax Ananya to give Aakash feedback that is not only specific and restrained but personalized. Sometimes Ananya may have one-on-one meeting with Aakash to debrief him on his big wins and key areas of deficiency mostly in the context of adopting a collaborative team-oriented approach. She offers him some specific advice on steps he can take to actually increase his participation in the team work, more often—beginning with meetings and assisting junior members.

Lessons Learnt: The halo effect can be misleading in the business market of India, it could bias the performance measures and lead to inappropriate perceptions of an employee's capabilities. In order to avoid this, managers have to also ensure that they are giving balanced feedback and scoring employees against every measure of the organization's performance.

Review 3: Contextual Review 3: Organization Conflict Management.- Perception Selection in Focus

Background: Occasionally there is a clash between the operations and marketing department of a family owned textile company in Mumbai. Ravi headed production team feels marketing team does not have enough experience to understand the problems that are finally faced in manufacturing. The so called market friendly Priya owns up a feeling that Production team is too much reluctant to bring new product introduction and / or price changes. It isn't that either team is unable to accept anything from the other side because of confirmation bias—each desperately wants

only to hear what confirms the stereotype that appears to be harbored by each toward the other.

Problem: When Ravi and Priya were forced to be biased while looking at the situation through their own eyes it was exacerbating.. misunderstandings.. inefficiencies. The production team complains no one gets it and that the marketers are abusing it, while the marketing team gripes that their work was not facilitated by the production. They are inhibiting* both teams from working together to accomplish the company's goals and targets.

Resolution: The company's management arranges several mediation sessions with HR assistance and allows both sides to express themselves. Ravi and Priya are responsible for teach to the others about the problems of their respective teams; remaining members only listen and express how they feel it or their opinion. Having both teams know the financials helps the organization by making one team more efficient at what they do and while also allowing for the other to be aware of load so that it can potentially lighten.

Key Lessons: Just as people have a selective perception that increases, so does organizational conflict go deeper and thicker. The necessity for continuous and clear communication between workers to develop empathy skills and to frequently have an ear out to one another was densely felt.

Contextual Review 4: Influence of Horn Effect on Perceptions for Leadership

Background: There is a manufacturing company situated in Pune-India, Priya who is head of operation refuses to offer Rakesh (middle manager), positive feedback as Rakesh made an error during the last project. Priya has been harping on this one mistake ever since and totally ignoring the fact that he has been doing good work for the company and managing his team well.

Issue: Priya dismisses Rakesh's work consummation and his abilities because of the horn effect denigrating his achievements. She doesn't give him the critical tasks necessary to achieving objectives and goals, nor does she consider Joe for promotional opportunities despite the fact that he meets his numbers each year and helps his project teams succeed.

This demoralizes Rakesh and he starts to lose confidence in himself.

Resolution: Observing things develop, Priya's mentor suggests that she may want to think about Rakesh in a new light. In the performance appraisal scene Priya meets Rakesh and looks at his capabilities as well faults. She also learns if there was at least one bad decision he made but whatever Rakesh has as leadership shown that he is a good leader. Priya delegates Rakesh with more challenging assignments, gives Rakesh

constructive criticism, and consults him in its decision-making. Rakesh is able to regain his confidence and eventually performs as well as he used to.

Lessons Learnt: The horn effect significantly undermines the ability to develop and execute leadership decisions, as well as employee motivation. It is for the top managers in Indian companies to think of trying to get an accurate assessment, and not for them to say that if one egg is rotten or if one ship has sunk, all eggs are bad or no ships should sail.

The perceptual mistakes like stereotype effect, halo effect, selective perception and horn effect are observed to dominate the Indian business context and can interfere with ways of communicating or decision-making at workplace. Both could create issues with teamwork as achieving tasks in a team that is characterised by a large variety of perceptions can seriously disrupt general performance judgments and dynamic team performance. Managers would therefore need to be more conscious of themselves and their attitude towards others, transparent in relationships with others, and eliminate the preconceived mindset on perceiving external impressions of co-workers in order to overcome such problem.

Reflection Questions:

Have you ever been a victim of or maybe even the perpetrator of perceptual error such as stereotyping and selective perception at your job? How helpful / unhelpful was it to your decision making / communicating with colleagues?

What's a step you're planning to make, in your firm and beyond, to ensure all people are valued for their voice and talent as well as their effort regardless of past performance or criminal record?

3.3 Summary

- ❖ One's own filters influence how they perceive themselves and others in social interaction leading to miscommunication.
- ❖ The manner in which one comes to see oneself from life circumstances, role assignments of others and their opinions influences the way one perceives interpersonal communication.
- ❖ While stereotyping creates inaccurate beliefs about whole groups or even a person, prejudices develop the emotional reactions that make meaningful conversation almost impossible and start incorrect thinking.
- ❖ People who attribute explanations of behavior to false internal causes and ignore situational ones produce misunderstandings and acquire the distrust of others.

- ❖ When people engage in selective perception they focus on information which confirms pre-existing beliefs and ignore anything contradictory to their own thinking, thus only seeing part of the picture!
- ❖ The optimistic wonderful impression will influence our understanding of other aspects, simply negative impression can give birth to a biased judgment communicating at ordinary times.
- ❖ People frequently misinterpret one another, because they have foreign cultural norms and spoken, as well as unspoken, behavior.
- ❖ Overstimulation of emotion particularly anger and fear interferes with effective listening that serves to exacerbate the communication problems among individuals.
- ❖ Organizations can enhance levels of shared understanding whenever people learn that they've been understood and by seeing things from a team member's point of view.
- ❖ Where such perceptions are experienced by those working as team members they diminish both their ability to resolve problems and lead successfully, thus companies must address these issues effectively if work relationships are to improve.

3.4 Key Terms

Self-concept: Egocentric self refers to beliefs people have about themselves, as well as their understanding of who they are.

Stereotyping: You rely on generalized descriptions to tell you something about everyone in a group.

Selective Perception: Humans have a natural desire to see facts as coinciding with what they already believe, and ignore those that do not.

Attribution Error: People often forget what is really responsible for a behavior by assuming that it has been caused from inside an individual who behaves in this particular way.

Halo Effect: You tend to judge someone mostly by one good quality.

Self-serving Bias: We tend to take credit when things go well but cast the blame on outside forces when they do not.

Perceptive Filters: The brain of the people is known to be filtering that they receive depending on their perceptive filters, which includes customs, living style and emotion situation.

Emotional Opinion: Emotions such as anger, fear or joy create a proper knowledge of the battlefield.

EGOCENTRISM: The belief that every one sees what you see; love, friendship and reciprocity transcend the other.

Cultural differences: Men and women find it difficult to relate well because of different customs and means of communication.

3.5 Descriptive Questions

Work out the mental knots that prevent us from speaking and listening to one another. Explain how these barriers impact teams who have to communicate in a work environment.

What is the impact of selective perception on inter-personal understanding? Demonstrate how coworkers on the job use perception screening in forming biased opinions.

Explain how stereotyping blocks people from seeing things as is. Company teams are more effective when they don't act with bias in their decision making and keep everyone on the same page.

How does a personal self image change what they are able to see professionals doing? Explain the circumstances under which personal identity shapes how people perceive their surroundings.

Explain how a positive first impression alters the way in which we are viewed by people. To what extent do halo effects influence performance evaluations of employees and interactions among team members?

Examine how hiring teams validate their opinions about the candidates to also see this well-known perception issue. Illustrate how an HR executive should address it.

How could firms prevent individuals from talking past one another in face-to-face communication? Provide ways for staff to better understand themselves while bypassing unconscious judgement mistakes.

Illustrate how emotional intelligence training helps to retrain managers to think solution vs. problem. Identify in detail how workers' use of emotional intelligence qualities aid them in speaking and listening.

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3.8 Case Study

Overcoming Perceptual Barriers in Interpersonal

The Case of Google

Interpersonal communication perceives obstacles when people read the same, tainted by each own cultural and experience. In general such barriers will lead to misunderstanding and needless conflict which serves only as a barrier but also exists in any organisation you can think of. The case study will examine Google Inc. (a multinational technology company) to better understand the perceptual barriers that it had to overcome in its endeavour to improve workplace communications. Introduction

That was diverse and creative employees from different backgrounds (cultural and professional), communication issues had arisen. Frictions within squads escalated due to misinterpretations of feedback, tone, and intentions that hindered team work and productivity. In order challenge those perceptual barriers and create a more inclusive environment within Google, they recognized that communication needed to be improved so they began some initiatives for this goal.

Problem: Feedback is Misunderstood Across Cultures

Not all employees from diverse backgrounds offered the same type of feedback. Into various cultures, direct criticism compared none of its business and violations to demotivated employees culture attitude in some it was the Provided examples didn't understand.

Solution:

Cultural Sensitization Training: To help its employees figure out how to communicate with each other, Google implemented this training that helps them understand the different ways in which people communicate and respect one another.

- **Flexibility in Feedback:** This evolved an adaptive feedback model that encouraged managers to be clear and confident about offering employees positive feedback while ensuring the engagement with different cultural contexts.

Issue 2: Misperceptions Leading to Work Conflict After all, cultural stereotypes and superstitions led to (mis)perception/construction among employees that fed into the team dynamics and staff morale.

Solution:

- **Active Listening Programmes:** Google launched an active listening programme, which asked team members to ask questions first before making assumptions.
- **Digital and In person Communications Platforms:** The organization implemented digital and physical social platforms for people to raise, question or express their views in a manner conducive with the culture of understanding and transparency.

Conclusion

Google overcame those perceptual hurdles through targeted training on inclusive communication methods, which the company said has enhanced interactions in workplaces and among teams. Sensitization to multiple angles made them better able as employees to participate in a more open and productive work space. This case study highlights the importance of moving beyond perceptual barriers for facilitating positive inter personal dialogue in a Global organisation.

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The AI writing percentage should not be the sole basis to determine whether misconduct has occurred. The reviewer/instructor should use the percentage as a means to start a formative conversation with their student and/or use it to examine the submitted assignment in accordance with their school's policies.

What does 'qualifying text' mean?

Our model only processes qualifying text in the form of long-form writing. Long-form writing means individual sentences contained in paragraphs that make up a longer piece of written work, such as an essay, a dissertation, or an article, etc. Qualifying text that has been determined to be likely AI-generated will be highlighted in cyan in the submission, and likely AI-generated and then likely AI-paraphrased will be highlighted purple.

Non-qualifying text, such as bullet points, annotated bibliographies, etc., will not be processed and can create disparity between the submission highlights and the percentage shown.



Module 4 - Business Storytelling & Leadership Communication

Learning Objectives

1. Learn the basics and fundamentals of storytelling like a business to effectively connect within your professional world and with leadership.
2. Examine and evaluate actual corporate storytelling tactics in use by real companies (P&G, Volvo, Dove).
3. Apply the art of Storytelling to prepare Powerful, Persuasive and Impactful business presentations.
4. Be able to prove the ability to construct story-driven leadership communications across different stakeholders and business situations.

Content

- 4.0 Introductory Caselet
- 4.1 Business Storytelling
- 4.2 Story Theater Method
- 4.3 Pillars of Storytelling
- 4.4 P&G Case Study
- 4.5 Volvo Case Study
- 4.6 Dove Case Study
- 4.7 Summary
- 4.8 Key Terms
- 4.9 Descriptive Questions
- 4.10 References
- 4.11 Case Study

4.0 Introductory Caselet

“The Power of Storytelling in Business: How to Inform, Inspire and Entertain”

In an age of ruthless competition, storytelling is the ultimate weapon for satiating those insatiable human cravings for connection, empathy, and understanding, as it brings people together and allows them to see past their own investment. Story’s are much different than a data and number packed presentation, that wear their emotional heart on their sleeve and so they are easy to remember the stats. Embraced by world brands not as a stunt, but as an inevitable part of business.

Procter & Gamble (P&G) They are famous for their real-life storylines.

advertising and consumer centricity. In the Olympics, P&G’s “Thank You,

Mom” campaign demonstrated that stories could rise above a pure play to sell product to reflect an

wider meta-emotional story about the limits of universal human values like caring and sacrifice, or

family support. The notion of self esteem and acceptance took a few dings.

bit, too — by Dove’s “Real Beauty” campaign. For instance, it chilled the notion that

stories can actually alter society. Storytelling has always been in the Volvo brand DNA,

from its safe, founding premise from the start. It’s the equivalent of “The Epic Split” –

Visual and narrative faith in innovation has worked that way at least since A Trip to the Moon,” — which depended, as did much of Hugues’s work, on belief in both visual and story-based novelty.

The “Story Theater Method” The naming of stories is an intelligent way to package the business message. It’s where conflict happens, where the agents of action and problem-solving (people who we root for or against) live, where a Grand Plot takes place. (If you can write more entertaining business emails than that, I’d love to see them.) CLEAR, REAL, AND RELATABLE.. And those are the four topics of discussion that a story must elicit in order to get people to understand and sign off on it. Storytelling today has graduated from a soft skill to a hard skill. It’s a strategic imperative that can change whether customers select your company, employees want to work for you and shareholders are willing to trust you to deliver.

Question for Critical Thinking

How to keep on the line How do brands balance being transparent about their own stories and doing business?

4.1 Business Storytelling

4.1.1 Introduction to Business Storytelling

Significance and Implication of communication in organization

It's storydoing for some strategic purpose — in this case the purpose of influencing customers and employees and other important people. Well, now not so much the numbers but how to do it — and also personalizing a message. How do they convey things in a way that resonates with them emotionally, but also break through the noise and connect with people, make sense to end users and advance the organization?

We are talking about storytelling as a business tool today. Storytelling gives the company a face. It helps create visions and missions for the company that people who work for the company and people who buy from the company can get excited, about. A good story can make it easier to understand numbers and facts that're hard to understand. It makes them more memorable. People are more likely to believe them. Storytelling is a business tool because it can do all these things. This gives the brand a chance to be really good at something, in a market that is very crowded. In this market people are supposed to care about how they feel when they buy something, not just what the product can do. Sometimes it is more important to make people feel a certain way than it is to have a lot of features. This is how people choose one brand over another brand of a product. The brand of a product is very important because it can make people feel happy or sad and that is what makes them want to buy it or not.

The IT Stories And Real Lifeensusca » Evolution Business It.

Business in the past would use a tone that was largely transactional and fairly straightforward. This involved documents, memos, advert campaigns and technical manuals. But with digital coming of age, social media extending its reach and brand being a critical way for so many businesses to differentiate themselves across almost every sector, storytelling is back as the most effective means of not only engagement but also communication. The evolution of business storytelling The development of

business storytelling can be broken into several stages, as depicted in the illustration on page 10.

- A Larger Age of Industry: Communication was about saving money and being more efficient.
- Marketing and Media (1950s–90s): Whatever the message was, media took it, though often in one direction, with an emphasis on appeals to emotion.
- The Digital Transformation Age (2000s–Present): People told stories with each other, and user-generated content (UGC) kept them pulsing forward. And storylines added something to grab onto and touch.

Storytelling is today a significant aspect of business strategy. It's more than marketing; it's about hiring and leading people, dealing with investors, and doing good things for society (CSR).

4.1.2 Business Narrative vs Traditional Narrative

This business story-type form intersects in many of the same style points Both a structure and strategy, though it doesn't go far enough to help us understand why people said what they said or what the instructions were that participants were trying to enact (Varonis & Gass, 2002).

Differences and Overlaps

But while classic narratives generally have clear arcs — a beginning, a middle and an end — that revolve around set pieces in which we follow characters, the themes bump into each other and tension resolves to some extent. It meets needs as chant, cultural custodian, or morality tale.

Business storytelling has many if not all the features above, but it is anchored in real goals and strategic communication. In contrast to formal narratives that are typically autonomous and fictional, business stories are found to be contextually conditioned, purposeful and drawn from its organisational context.

Feature	Traditional Narrative	Business Narrative
Purpose	Entertainment, education, cultural transmission	Strategic communication, brand building, leadership
Content	Fictional or historical	Organizational, product, customer, leadership-driven

Structure	Beginning–Middle–End	Flexible; sometimes non-linear, often issue-focused
Audience	General public, readers	Customers, employees, investors, stakeholders
Outcome	Emotional satisfaction, moral insight	Behavior change, engagement, loyalty, action

Fig. 4.1 Components of a Business Narrative

Elements of a Business Story

Authenticity – The bedrock of a business storytelling: If storytelling is what set you apart, then credibility is rule. People are becoming more & more distrustful of hyperbolic and manipulative messages.

Relevance – Stories that relate to the audience's own lives, struggles and dreams tend to hit home.

Mission-led – Storytelling does not exist in a vacuum, it needs to support the mission and strategy of the organisation.

Conflict and Resolution – Business narratives are typically structured as if they were traditional tales with a problem and solution angle, mirroring the business's value proposition.

Call to action – Business stories are different than folklore, fairy tales and traditional stories in that generally they have a call to action or goal at the end... like drive employee alignment or customer loyalty.

4.1.3 Functions of Business Storytelling

Emotional engagement is one of the primary purposes of business storytelling. Studies by cognitive scientists have shown that stories like the one Grandpa tells activate various parts of the brain, such as those that process memory and emotions.

Companies can use story to evoke emotion (inducing trust, hope, pride or a sense of urgency), often far more powerful agents of change than the rational case that needs to be made for any story. For example, a narrative of how a company's product saved the business of an embattled small-business owner might be more effective than a list of features.

Brand Positioning

Storytelling is key to brand distinction. Where products and services are functionally the same in saturated markets, emotional and identity-based differentiation is even more important. Stories help companies dictate how they want their brand personality, ethos and uniqueness to be seen and perceived. For instance, Patagonia has made a

name for itself as a brand with environmental credibility based mainly on sustainability and activism stories instead of product copy.

Leadership Messaging

Storytelling is a tool for leaders to articulate vision, drive change and perform at their best. When a leader talks about his or her own struggle or transformation story, it becomes human for everyone and people feel a stronger connection to the organization. Leadership stories are also used to simplify difficult strategies or decisions by putting them into a context that matters, which increases acceptance and understanding. For instance, Satya Nadella's

stories of empathy and transformation were instrumental in helping to change the culture at Microsoft.

Internal Culture-Building

Storytelling is a powerful tool to develop culture and uphold values. Stories about how employees went above and beyond or about how the company did the right thing in a crisis are informal modes of delivering corporate values. They make up an internal folklore that influences behaviour, morale and self-image." These stories are repeated and cycled throughout departments and layers for alignment and what not.

Did You Know?

"Stories can be up to 22 times more memorable than facts alone in sticking a message," according to the Stanford Graduate School of Business research. That's because storytelling activates different regions of the brain — language, sensory and emotional centers — tap dancing all over our minds and making for compelling communication in the corporate arena, particularly when considering how to communicate brand values or long-term strategic vision."

4.1.4 Types of Business Stories

They construct vision story that can describe what can be & arouse belief in this future. They are looking to the future, most times employing by leaders to inspire staff and engage stakeholders with one accord. But as a commenter pointed out, not only what the organization aims to accomplish is key but why that purpose matters. Elon Musk's story of colonizing Mars, for example, is not just a technical roadmap but a tale about human survival and ambition.

Customer Success Stories

One of the original forms of content marketing, customer success stories (or case studies/testimonials) are personal accounts of how a product or service solved a company's problem. It's normal to have a problem, share how you're going to solve it and then the outcome - they work incredibly well for social proof and building trust. These are the stories of customer experience and voice, and they help situate the brand as a part of your success. Salesforce, for example, often publishes case studies by clients about how its CRM software resulted in concrete business gains.

Origin and Founder Stories

Origin stories describe the early history of a company — how it was founded, what challenges were faced and what values contributed to its founding. Such stories work to humanize a brand and generate authenticity. Founder stories usually feature tales of passion, perseverance and vision. The tale of Steve Jobs and Steve Wozniak cobbling together Apple in a garage is the quintessential example, the one from which so many others are built on.

Overcoming Challenge Stories

They focus on adversity — economic crises, products that crashed and burned in the marketplace, public opprobrium — and how the company responded. They earn trust by admitting fallibility and reinforcing the company's ability to grow and recover. These types of stories are particularly effective when it comes to repairing a reputation, or boosting morale among employees. Starbucks, for its part, has used such stories to remind the public of its efforts including response to racial bias incidents.

Activity: Story Audit and Reframing Exercise

Choose a real company (e.g., Apple, Patagonia, or a local business) and identify one story the company tells—such as a customer testimonial, origin story, or product launch narrative. Then, analyze the story using the following criteria: purpose, emotional appeal, key message, and call to action. After your analysis, reframe the story into a different category (e.g., turn a customer success story into a challenge-overcome story) while keeping the core facts intact. Present both versions to your class or group and discuss which was more impactful and why.

4.2 Story Theater Method

4.2.1 Overview of the Story Theater Method

The Story Theater Method is a method of storytelling developed by professional speaker and coach Doug Stevenson. It combines theatre techniques with storytelling structures to produce powerful and emotionally engaging business communications.

Based on classical narrative and performing arts, the method is based on the principle that stories told dramatically and delivered with a structure are more convincing, memorable and influential.

The roots of the Story Theater Method are found between narrative theory, cognitive psychology, and acting. It also mirrors Aristotle's dramatic tension and resolution, Joseph Campbell's monomyth (The Hero's Journey), and contemporary research about emotional engagement and memory retention. It advocates for helping stories to cease being just 'stories' (occasional anecdotes or wafted-in papers) and gradually move toward performative narratives that are accomplished to create an emotional connection, transmit values and motivate action.

Application in Professional Communication

In business, the Story Theater Method is used to improve public speaking, sales presentations, leadership communication and brand narratives. Its strengths in theatricality, architecture and emotional dynamic are well suited to penetrating cognitive defence mechanisms and info overload.

For example, instead of starting off a business presentation with charts or bullet points, the speaker could start with a short, powerful story that conveys the point of the speech, which would not only engage but it would also communicate a sense of authenticity. Story Theater's methods are prevalent in many leadership training, TED-style talks and marketing communications due to the introduction of emotional appeal and audience participation.

4.2.2 Core Components of the Method

The Short Story Model (Beginning, Middle, End)

The Story Theater Method adheres to a traditional three-act structure: setup, conflict and resolution. It's a structure that is comforting and fulfilling to the psyche, giving us something to hook into and feel good about.

- **Setting:** The where and the when of a story is set, characters or components are described. It does make up, it fabricates that "normal" to be assaulted or probed—it assembles before any disabled making; it fulfils and over-fulfills. In business storytelling, this could be a market reality, institutional custom or even just a career macguffin for the story that is your life.
- **Problem or Tension:** The tension or a problem escalates allowing for drama. And that, my friends, is the pulsing heart of a story where problems arise and get deeper. Professionally at least, the conflicts are distributed — as challenges or tests — but they might just as well be opportunities not taken, a crisis or a hard choice."

- **Resolution:** The resolution is the part of the story that tells you how all the problems or conflicts were solved or worked out. It becomes a substitute for evolution, or enlightenment, or education — often reflecting the speaker's content and purpose.

Use of Characters and Tension

The STM character is the key player in emotional involvement. Whether drawing a self humming portrait or co-workers or clients- or an imaginary creature- you need to be able to show not only what the person is but also their life, how they've become that way and what problems they have faced and how they have become another person. This holding up of one character to become another involves the audience in the narrative and does not allow us to at a safe distance.

A story without suspense lacks interest. In business storytelling, that tension may have arisen from a challenging client, an ethical challenge or an impending deadline. In vivid detail, they paint this tension for the crowd and involve them in the emotional landscape of the story's lesson.

Emotional Dynamics in Business Stories

The Story Theater Method focuses on the core concept that emotion is the most significant factor related to both attention and memory. Fear, hope, pride, frustration and relief are the touchstones of key messages.

"It's also a way of adding the humanitarian," he adds, "for example telling in graphic words how it feels to fail at something. On the contrary, finishing on a triumphant resolution evokes inspiration. This affective arc provides the story with a narrative and rhetorical shape.

Did You Know?

"The Story Theater uses a way to tell stories. These stories have three parts: something happens then there is a problem and finally the problem is solved. This is what is called the setup the conflict and the resolution. The Story Theater follows this structure when telling stories.

Method, align with the brain's natural way of processing experiences. Neuroscientific research shows that stories with clear tension and resolution activate the brain's sensory, motor, and emotional regions, making the audience more likely to retain information and take action. This structure mirrors how the human brain constructs meaning from real-life events, which is why it's so effective in business communication."

4.2.3 Story Theater in Presentations

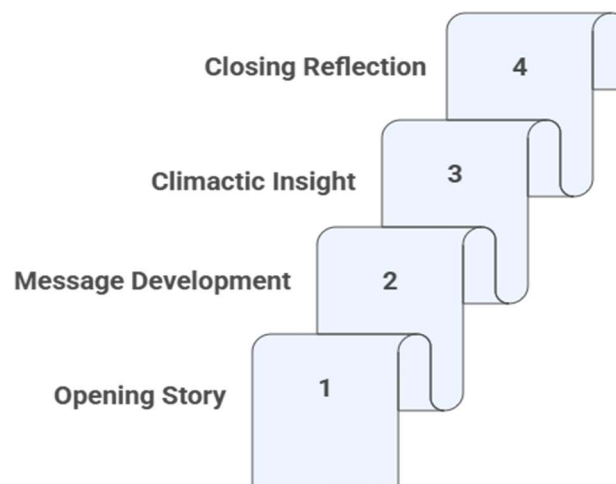


Fig 4.2 Story Theater Method

Structuring Speeches and Presentations

When you use the Story Theater Method for business presentations it is a mix of telling stories and giving information. A typical format might be:

When you start telling a story it is an idea to begin with something that people can relate to and feel emotional about. This opening story is really important because it helps people understand what you are trying to say. The opening story also helps you seem trustworthy. It gives people an idea of what the main point of your message is going to be. The opening story is like a preview of what's to come and it is a good way to get people interested, in the message.

Message Development : There are a lot of stories to add to the argument. These can be stories that support the main idea or they can be scenes that make the Message Development more interesting. The Message Development can include things like this to make it better. Message Development is, about using stories to make a point.

The main idea of your story is the important thing. This idea is what your whole story is about. It is the thought that you wanted to tell people. Now this main idea reaches its point. The Insight Maxes Out when the main idea, behind your story or a smaller part of the story gets to its most exciting moment. This is the point where the Insight reaches its climax.

Conclusion: Onto the Moral And so we get to the moral of it, or what this has to do with anybody else. This system does away with static slides and disjointed content, and in their place adds a flexible, human-centered story spread. It's one way of putting reason and emotion together, and that doubling up makes information shared this way more persuasive — and more memorable. Integrating Visual Storytelling

Visual storytelling is another element of the Story Theater Method. Visual Aids- movement, facial expression, gesture and the physical nature of picture (or visual stimulus) can increase audience sensory input as well as help deliver sub-text.

Images: It's Not Just Slapping a Picture on the Slide. It can be visual: physically, act out how a character stands; make or do some show-don't-tell gesture of tension (tighten your grip) or release (free your arms from crossed position); even move a certain way in an advancing action through the haptic narrative. Paired with simple, emotional imagery (an "and after" portrait of a woman, an illustration that shows how a turnaround works, or just something iconic), the punch of the message is doubled.

Such a sensory-rich presentation suits all learning modes and boosts greater cognitive and emotional retention of the message.

4.2.4 Storytelling and Audience Connection

Performative Story sharing to get to know each other better is one of the reasons that underpins the 'how and why' behind the Story Theater Method. Performance here isn't a matter of the bawdy whoackiness of lit through history so much as what has particular purpose in presence — how you enroll an audience into your voice and shape, at least part of what you feel toward something that's joined them.

Rapport is when the teller seems to be vulnerable and credible and to have emotional relevance. Telling a story instead of explaining one, the speaker demonstrates his ethics as well as invites the reader's pathos. This act of performance enters into a psychological contract with the audience: "I'm going to be real with you if you really listen."

"Ease of influence – the trust and connection developed through strategies such as sustained eye contact, mindfulness (spacial awareness) and emotional congruence – can be collected" to open up opportunities to have influence in professional communication.

Body language and different voices

Voice is the bigger and darker and less of one you grow into later in Story Theater Method. But that's what gets everything else rolling. Flattened reading pools all the emotional notes; attentive oratio listens and enacts the cadences of the story. Vocal Expression Some of the elements are:

- Pitch: Change of pitch: to show emotions, i.e Excitement, Disconnectedness or Nervousness
- Pace: Think slow, act fast
- Volume: The speaker gives in and softens, or punches up, words to make sure we hear the important things he's saying.
- Tone: The emotional tenor of the commentary.

It is possible to convey stories through body language, as well. Postures can turn up the emotions of how you feel, facial expressions smile smiles that come from within and gestures may make the most of pounding out a few key words. Where on the body and how hard the touching occurs can indicate different levels of intimacy or passivity, and being open indicates a certain flavor of boldness or friendliness.

The storyteller shapes it in the tell, by inflection and physicalization; as a conductor shapes into the energy of information. This means the narrator is not only conveying information, but also feeding emotion, at every step.

4.3 Pillars of Storytelling

4.3.1 The Four Pillars Model

Storytelling in Organizations: Using the overlap of basic structure principles to have the story tell itself and improve communication at work There are a zillion ways to put together the parts of a story (and for stories at work). One very popular approach is the Four Pillars Model, which holds that all stories make four central claims: Character, Conflict, Resolution and Meaning. These are the good, great or even maybe strong stories that people should hear in speech or song, and ought to be able to embrace intellectually and emotionally.

Character

So many layers to it, but the basic one of it is: Character. You need to have a character or characters for your audience to relate with. It's also the employee or the boss — and sometimes it's even the customer or the brand as a personality. It has a counterpoint of story: the (human) character we've come to know and 'trust' being confronted by all these abstract concepts and corporation values.

The “good” character is the one who has a goal, feelings and emotions which they are allowed to express, insecurities or exposed skin, and possibly some opportunity to change. Their character creation, and even more than that, their very humanness makes readers (or viewers) want to enter their story with them, and experience through them. When it comes to marketing, for example, a customer who resolves an issue given from on high until they discover a brand’s answer — that’s already more of an interesting protagonist. In leadership storytelling, the speaker might step into the character and tell of his or her own experiences that reflect a difference after growth or redemption.

Conflict

A challenging, conflicting or struggle-filled environment—something that has to be in conflict. No conflict equals no direction, and that makes for a bored audience.

It is that the conflict has to feel real, it needs to matter to your audience (either because what you’re showing them is something they’ve never seen before happening in a way that’s new or because there’s going to be something about themselves for them to learn from seeing it played out). It is in conflict as well that values are tested and identity claimed, adding some gravitas to the story by incorporating this emotional dimension.

Resolution

Conclusion is the answer to the conflict and it is a time when you show how the character saw, faced, and met his final challenge. This could be a new concept, taking home a product or solution, or making an important decision.

A satisfying resolution does not “end” the story; it features, instead, transformation and that is unlike. And, crucially, the resolution has to fit into a story. For a pitch presentation, for example, it could be about the merit of using a service; if you’re doing an address to a leadership team, perhaps it’s how failure taught them something.

Meaning

Meaning lifts a story by joining these isolated incidents with something larger, a broader theme or value. It responds to the question in an audience’s head, whether they know it or not: Why should I care?

A founder story might represent the spirit of perseverance, where a customer android stories could make its way onto the mantle for trailblazing value. Stories can become anecdotal sometimes, surface-level without substance.

These four pillars — Character, Conflict, Resolution and Meaning - are not only the building blocks of great narratives. They support strategic storytelling both creatively and measurement wise — for selling, marketing, leading communications and corporate storytelling.

Did You Know?

“Narratives that involve character and conflict create tension, which can be used for pleasure,” he explained, “And when the story is resolved, it gives us meaning or some kind of reward — it gets a little rush of dopamine in your brain.” That structure is more effective at building trust and attention among audiences than the facts alone.”

4.3.2 Supporting Pillars

Whilst the Four Pillars Model concerns itself with structure, the Supporting Pillars - ensure that story is an accomplished delivery, the impact and tone on audience. These include Authenticity, Relatability, Clarity and Emotion— qualities that affect how an audience perceives a message or piece of content.



Fig. 4.4 Supporting Pillars

Authenticity

Transparency = Trust is the coin of narrative. And that people and the media are so jaded they will smell fakeness or calculation a mile off.” But Real feels real, as in the truth—so maybe there’s some embellishment or exaggeration in the actions that are behind these words but sounds like authentic and actual author of them. One of the ways to show up as genuine in leadership is through vulnerability – I made a mistake or sucked at something, or feel uncertain about things right now. In the world of brand storytelling, it’s what happens when companies fake being less successful than they actually are, or pretend to be too concerned about things that really do matter.

It doesn’t need to be quite so meticulously fact-checked in every specific, but is certainly demanding when it comes to emotional solidity, the truth. The inverse can be said of artificial, overly slick-sounding stories, as they can actually distance readers from your brand because they don’t ring true to them.

Relatability

Relatability is why a reader or audience member feels they can imagine themselves, or someone close to them, in the story. This link will help understanding and engagement. Stories that tell the tales of your Late-Night TV viewers or the soccer moms do so much better.

This brand of relatability can take the form of shared experiences to be had (the world of competitive figure skaters or personal setbacks and victories), familiar archetypes (the underdog, the Hall-of-Famer, et al) or just general emotions we all know well that can be pulled directly from us like so much bad toothpaste: fear, pride, hope. Business-oriented tech stories that relate to customer journey, pain points or community issues would have wider reach and better define meaning.

Clarity

The word that describes how easily the story is understood is “clarity.” “The pros have to know what they’re doing so the message doesn’t get mixed up with confusion and complication.” This is the type of thought, language, tone and structure that is appropriate for your audience.

A simple story avoids jargon, presents events in a logical order and provides information that is relevant. When it comes to that, good imagery, strong metaphors and restating your main points can be beneficial. Even in decks or in sales copy, the plain sense of meaning might well be what has made them and their audience want to take a look.

Feelings

“Emotion is a fundamental substrate that influences how we remember things, how we make decisions and how we act.” Neuroscience research shows that emotional messages are more easily remembered and acted on. We don’t think something is epic because it makes us feel; that feeling is secondary to the story, but it’s its engine for power.

A person can convey the way they feel through their choice of words, the speed (or lack thereof) at which they say anything, what image that comes to mind and so much more. A story of incredible strength, a dream come true, or an agonizingly hard decision can inspire wonder or belief, move us to action. Emotional storytelling leads to loyalty, identification and motivation (for both, in leadership behaviour as well as brand communication).

Incorporated with the Four Pillars Model, these Supporting Pillars help to make your story more persuasive; so that not only is it structured, it’s also interesting and memorable.

4.3.3 Aligning Stories with Brand Values

At work, the story is even more powerful when it aligns with your firm's brand personality and values. "It is the consistent story telling that you provide, it helps every time you tell a story — whether it's in a product ad, at an employee orientation or on the stage for an executive keynote — it just reconfirms those principles and that character.

So if you value innovation at your business, then that company is always telling stories of exploration, intuition and risk — and the kind of creative thinking it takes to hold problems, even seemingly intractable problems, really loosely in one's head. Disjointed or contradictory stories will, however, muddy our understanding of it and diminish brand trust.

Strategic storytelling can't be both salad oil and an anchor, but there do have to be rules about tone, naked subjects that most obviously reveal the story and things that simply don't fit with the brand's story as we are telling it. The whole point of these rules is to ensure that the voice and message will remain constant whether you are here or in another place.

Ethics and Credibility in Leadership Storytelling

We are talking about big ethics. When it comes to leadership and storytelling the stakes are very high. There is more to being a leader than making rules. The people in charge make the culture of a place not just by telling the stories but also by dealing with the stories that do not fit in. So ethical storytelling is more than telling the truth. It is also about being open and humble and listening to peoples stories. Ethical storytelling is, about hearing what other people have to say and being willing to learn from them. Ethical leadership and storytelling are very important.

For example there is a way of telling stories that gives us honest reporting when it comes to team success. This means giving credit where credit's due for team success. Do not try to take all the credit for team success for long.. When mistakes are made you have to be honest about what went wrong with team success. You have to share the lessons that you learned from team success in a way. It is like saying "Oh my God!" when you see how important honest reporting is, for team success. When a person who has power is really willing to deal with things instead of making simple stories that only help them it is a good thing. This is what happens when a person in power is truly open, to grappling with complexity of spinning simple stories that only serve the person in power.

In this era of multiculturalism and globalization, one should still remember the importance of cultural diversity and heritage. Get behind them, so to speak, and you learn that the stories that are in one culture salient can be offensive or simply

misinterpreted in another. The upshot: "Ethical storifying" needs to be accessible, respectful and consistent with the organisation's values and audience.

Activity: Build a Business Story

Choose a business situation — starting a new product, mitigating an issue for a client, taking a team through change — and spin out the core story of that reality using the Four Pillars of storytelling: character, conflict, resolution and meaning. Start by setting up a vivid protagonist, establish a real conflict, show us the "resolution" and end with what insight or lesson you took from it. After you've finished outlining your story, go back and edit with the supporting pillars in mind: authenticity, relatability, clarity and emotion. Ensure that the story feels authentic, resonates with the audience's own experiences and is understandable. Lastly, share your story with a partner or group of students and discuss how well you feel the elements of storytelling were used and something that could be improved upon.

4.4 P&G Case Study

4.4.1 Background and Business Context

Procter & Gamble (P&G) The Procter and Gamble company Residence Hall, Housing options for freshmen at Miami University P&G Alumni is a group consisting of alumni of Procter and Gamble (at P&G, they are called Graduates). Established in 1837 when William Procter and James Gamble opened a soap factory, it has since exploded into one of the world's leading fast moving consumer goods (FMCG) conglomerates. Its portfolio includes varying products under categories, including beauty, grooming, health care, fabric and home care, and baby, feminine and family care. P&G is home to some iconic brands ranging from Pampers, Tide, Gillette, Olay and Pantene among others and this should give you an idea about the company's reach across continents.

The story behind P&G's success is not solely a result of its innovative products and strategic company acquisitions, but it has also been down to the brand's remarkably effective marketing techniques, specifically - business storytelling.

Goals for Communication

The communication objectives are in line with the firm's powerbrand idea: "Every day's a better day for P&G".

The company wants to connect with people on a level. They think that when we share stories about our lives it can make people feel something strong. This feeling can make customers come back to the company again and again. The company believes that

human stories are very powerful and can create a connection, with consumers. When consumers feel this connection they will keep coming to the company for more.

We need to create brand content that people actually find useful. That is different from what everyone else is doing. The people at P&G brand are trying to make their brand stand out in a crowded marketplace by telling consumers real stories, about the brand. They want the brand to be special and the brand to be noticed by consumers.

The brand is a way to bring people together. It does this by using themes that people care about in its advertisements. These themes are things, like Family, Hard Work and Community. The company wants people to feel like the brand is a part of the things that matter to them. The brand wants to be seen as something that fits in with what people want for their lives. This makes the brand feel like it is connected to peoples goals. The brand is using these themes to show that it is a part of the community. The brand wants people to think that it is a brand that understands what people want. The brand is trying to make people feel like they are a part of something when they use the brand.

Procter and Gamble wants to make people think of them first. They want to create a memory of their brand that lasts. Procter and Gamble is trying to get people to remember them because they offer quality. They use a lot of ways to tell people about their brand like a strong idea that people can remember.

They accomplish that through the use of a powerful mixture of consumer insight, creative content generation and multichannel distribution strategy.

4.4.2 Storytelling Strategies at P&G

All of P&G's marketing is founded upon story telling derived from consumer insight. The firm obsesses about getting at the want, need and aspiration of its target groups. They are made into stories, that story is around the consumer and therefore you can relate to it at a very real level. Instead of product's feature, the storytelling framework of P&G is setting up with the backdrop about real world scenario and there it illustrates how product brings in ease to live better. For example, for Pampers campaigns, the focus is on how it feels emotionally to be a parent with scenes of what you give up being a caregiver and how the brand becomes a trustworthy helper through all of that versus just making diapers.

This is a people-first method, driven by ethnography, say, or focus groups and behavioral analysis, and it's an utterly singular capability for P&G: the ability to know

what people actually need (even if they don't yet realize they need it). It is research like this that enable stories to be relevant to a people half a world away and from another generation, while still maintaining meaning locally.

Emotional Branding Through Everyday Moments

" P&G is a branding genius that pulls on your heartstrings, and it's the universality of human experience and heart values that they connect to. The brand believes that emotional stories are the best – of happiness, pride and love; of sacrifice, they're told every day in simple acts we can all identify with.

Campaigns like "Thank You, Mom" work at this; they're really not selling a thing so much as promoting the people who will give themselves up for others. This creates appreciation, connection and empathy with us the consumer and consequently to a brand.

P&G's emotionally evocative advertising campaign generally follows a classic storytelling arc — there is the introduction of a character (a mom, in this case), followed by conflict or tension (the experience of raising an athlete) and ultimately resolution that ties into a basic human value. The lingam is cleverly wrapped around an anecdote to provide you comfort, success or pleasure..... It allures the user to keep brand in the consideration set without being giving a blatant sense of self; which inadvertently fuels the brand likability for masses.

4.4.3 Analysis of Campaigns

"Thank You, Mom" Campaign

One of my favourite and Effective Example campaigns program One is "Thank You, Mom" as Olympics campaign Developed around 2010 Winter Olympic in Vancouver and even evolved naturally under competitors like London 2012 you could feel it.

The project was an effort to pay tribute to all the moms in the lives of those athletes who competed against each other at the Olympics, sharing behind-the-scenes tales of sacrifice and love. It was everywhere — in TV ads, on online videos, in social-media work and even print. The vibe, getting down to every heart's desire So the theme and the human narrative that brought this a worldwide hit.

The campaign was based on the idea that every great athlete must have a mother that fed and taken care of him or her. Photography Marshall, Brad. It was a kind of universality that allowed the campaign to bridge geography and culture, and have such world-wide appeal.

Messaging, Tone, and Media Integration

Almost all of it was because “Thank You, Mom” was so damn good that everything coming out of this campaign felt like more gushy love and thank-y themes. It was not a promotional vehicle for any one product; rather, it was designed to sprinkle P.& G. itself with “Proud Sponsor of Moms” messaging under which all of its products could huddle together.

The sound, hardly human, said: “I would never want that for anyone at all.” It is shot, and it is written, gently in the campaign’s candid signature

And then there is the media-consolidation front, where P&G has not just reversed 180 degrees but made it all the way back around to a full 360. The campaign seemed to though: • TV: Primetime, and also other times of day when people are most likely to receive and appreciate information, such as during coverage of the Olympics.

- Digital platforms: YouTube, Facebook and Twitter for longer messages that spread through sharing.

- Print and outdoor: The campaign’s story has found its way into old media.

In store activations: Unison ad sales at POS (point of sale) and on floor sales.

And that multimedia would be the visceral “storytelling” that never disappeared, no matter where in the world they were or how they were engaging with this brand.

4.4.4 Lessons Learned

“So, Thank You, Mom” was an overwhelming positive for P&G’s brand in so many respects. It worked:

Humanizing the brand: The campaign allowed P&G to shift from a giant corporation to a living embodiment of long-held values.

Creating brand loyalty: It latched onto the trust and commitment that humans feel for each other, made itself an element of widely-held values (motherhood, sacrifice, endurance) and capitlised on longing for a better day (“Give me your tired, your poor”).

Drive up brand recall and loyalty: even if ads didn’t include product info, they’d still do a great job driving up any P&G brand.

Boosts corporate brand: It made P&G’s brand from that of a marketer of consumer goods to one which cares for families and communities.

Quantitative results supported these outcomes. According to Nielsen, the campaign had the top ad recall and favorability scores in multiple markets. Internal surveys by P&G itself showed increased “emotional attachment” to the brand, especially among young girls targeted in the campaign.

Replicability for Other Businesses

The narrative tools P&G employed all offer a lesson for any other company that wants to build meaningful, emotional connections with human beings. Key takeaways include:

Authenticity in narrative: The experience should be rooted in real human moments, and players must feel the city. True life is better than fiction. Honor and emotion are increased by authenticity.

Value-based branding: Firms relish any chance to anchor their brand in values that go beyond a product and resonate with the hopes and fears of their market.

Unified media: "One should see one brand across online as well as in-store and print channels to reach people with the same message," it added.

Cultural sensitivity /adaptedness: Despite the targeting of universal themes, providing services still require taking into consideration local cultures and practices in order to be relevant.

Companies in other industries - such as health care, education, or technology- can adopt these tactics by identifying emotionally compelling stories from their own environments and weaving their products or services into those storylines in a powerful way.

Did You Know?

"P&G's "Thank You, Mom" campaign, launched during the Olympic Games, became one of the most successful emotional branding efforts in corporate history—reaching over 76 million views on YouTube during the 2012 London Olympics alone and boosting P&G's brand favourability by double digits in multiple global markets—all without directly advertising a single product."

4.5 Volvo Case Study

4.5.1 Brand Storytelling Philosophy

Volvo has been an established brand in the crowded field of cars, built up around one basic tenet – safety. Whereas some auto brands tell sordid tales of excess and power (we're talking to you, Ferrari and Lamborghini), Volvo storytelling is predicated on this fundamental of all truths: saving people's lives. That brand positioning can be linked to pivotal inventions, starting with the development of the three-point seatbelt in 1959, which Volvo made freely available for others to use in the name of public safety.

Volvo has found that spot to tell the Volvo brand story in a way that feels right. It is all about trust being a responsible company and always coming up with new ideas to make safety better. Volvo is really good, at innovating for safety. That is what people trust about Volvo.

The company has found its unique emotional space. The way the brand talks to people and the life or death situations it presents are good things about the product that also let it quietly suggest that Germany is better when it comes to doing the right thing and that is what the product is all about. At Volvo telling stories is not something they do to sell things it is a powerful tool that affects how the company makes products talks to each other and takes care of customers. Volvo uses storytelling to make things to communicate with each other and to care for customers it is a part of what the company does. The brand is very good at telling stories that're real and that people can relate to this is what makes Volvo different, from other companies Volvo is a company that really cares about people and the product is a big part of that.

Volvo has found a way to stand out in a crowded market. This is especially true, for people who really care about safety when they are choosing a car brand. These people want a car brand they can trust. They want Volvo car models that are safe. These people describe themselves as shoppers when it comes to buying Volvo cars. Volvo is a car brand that these people can trust to keep them safe.

Audience Segmentation

there is somewhat broad type of audience segmenting in an emotional narrative sense for volvo. It's designed for the cautious, which in this new generation of cars means people like young families and professionals keen on some reassurance when out on the open road, but it is also a little bit of a political electioneering tool. Although the argument is quite general, we'd still have a psychological model about what drives people to buy Volvos and may thus belong in one of these two buckets.

For families that could be child-protection features or crash-test performance. For car buyers who care about the environment, Volvo knits together safety and sustainability with its electric vehicles and advanced driver-assistance systems. Volvo Trucks offers for example, through its Dealer Organization adjustments and ensured uptime solutions for Business Solutions customers (logistics and fleets) as well as a focus on safely running vehicles also within the business operations including driver support functions.

4.5.2 Campaign Analysis

The "Epic Split" Campaign

One of the popular cases people talk about when it comes to brand storytelling is that of Volvo Trucks. The littlenicolas blogspot talks about this. It says something, about contracts and the person who makes them. Volvo Trucks is an example of brand storytelling. The Volvo Trucks case is really interesting.

The Epic Split campaign started in 2013. This advertisement shows Jean-Claude Van Damme doing the splits on the back of two Volvo trucks that are driving backwards. The Epic Split campaign is really something. The scene is set to an 80s soundtrack. It is 8.30, in the morning when the Epic Split campaign takes place. The Epic Split campaign is very famous. It features Jean-Claude Van Damme and the Volvo trucks.

The music by Enya is really beautiful. The story is told in parts with single frame animations. It was made to show how smooth and precise the curves are on Volvos Dynamic Steering technology. The music, by Enya and the animations together are very nice. Volvos Dynamic Steering technology is the thing being shown here.

The storytelling in "Epic Split" is really smart. At first it looks like a trick.. If you look closer at "Epic Split" the way it is done is actually showing us something important about Volvo trucks. It is showing us that Volvo trucks have control, balance and precision. This is what makes "Epic Split" interesting. It is not, about showing off what Volvo trucks can do. "Epic Split" is also telling us that we can trust Volvo trucks to work anywhere even on ice.

Introducing a Story and Visualization in the Slide Show

The campaign is based on a story that really gets to you. They are not telling you about the technical things that went into designing the truck. Instead they are telling you a story about Jean-Claude Van Damme and what the truck can do. It is something you can see and feel like when you step on the gas pedal and the truck starts moving.

The pictures in the campaign are really beautiful with lots of symmetry and slow motion. The atmosphere is calm but tense at the same time. The campaign is something that will stay with you every day the truck and Jean-Claude Van Damme will be, on your mind.

This thing is really good at getting its point across without using words or fancy computer talk. It uses feelings and atmosphere instead like when you see a office computer system that is mining cryptocurrency with all these symbols on the screen. This way of telling a story works for everyone no matter what language they speak or where they are from. The ad was seen by than 100 million people on the internet and it showed people that business to business marketing can be touching and spread quickly. The ad, for the office computer system that is mining cryptocurrency with all these symbols was a success.

The ad is one of a number in a series where Volvo Trucks depersonalised itself as a brand and shown off its trucks' features in an unusual, human-oriented way -bringing to life the strategy to make industrial products more seizeable using creative storytelling.

4.5.3 Leadership and Brand Values

Leadership through innovation and safety with open communications

The company's communications brands always try to remind them that their contemporary technology of safety is cutting edge. This is not accomplished through appeals to abstractions, but through evidentiary and experiential based narratives.

Campaigns often use data from safety tests, real-world testimonials or demonstrations of the latest driver-assistance capabilities.

For example, in car category campaigns, Volvo has used articles about survivors of crashes to illustrate how drivers made it out of a crash because they were in a vehicle produced by the company.

It looks like a strategy that will help an already solid brand continue to stand out not by shock-and-awe, but with reliability and technological capability.

Emotional and Rational Appeal Balance

It also, I kids you not, has its 'Thor's Hammer' headlights angled so the heart and head of whoever sees them (i.e. someone who bought one) win in a game of storytelling one-upmanship. And on the level of feeling, it responds to basic human concerns — for safety, trust and health. Images of family, friends and troops, either in repose or

contemplation, are frequent – and they serve to create an emotional backdrop around the brand.

And whether that's something like advancements in light-detection tech to their autonomous driving feature, or simply by using custom materials that have a beneficial story, there's always an emotional proof-point of it at Volvo.

4.5.4 Strategic Impact

Market Response and Brand Recall

Volvo's storytelling has been a winning and sustainable formula. If something like "Epic Split" not only generated ENORMOUS numbers of online views of your spots, but actually moved the needle in a large way in brand recall and purchase intent. Market research indicates that the campaign led to a 31 percent increase in brand preference for Volvo Trucks, as well as substantial increases in web traffic and test drives for Volvo's trucks.

In addition, storytelling by Volvo has enabled the further rise in premium positioning. Quality, respect and innovation – those are the brand values that make it easier for Volvo to charge premium prices in most of its sales territories. "The emotional aspect also contributes to loyalty when people come back, you always hear they feel safe and that they are comfortable with the trust in the brand.

Embed the Story into Your Long-Term Strategy

Volvo doesn't see storytelling as a one-off, campaign thing but as part of its long-term brand strategy. The brand story is consistently delivered through marketing, product development, CSR (corporate social responsibility) and company culture: safety, innovation and care.

For instance, the firm's ambition to have "zero fatalities in a Volvo car" by 2030 is far more than just a safety target; it's also a narrative compass.

Did You Know?

"Volvo's "Epic Split" campaign featuring Jean-Claude Van Damme not only went viral with over 100 million views globally but also led to a 31% increase in brand awareness for Volvo Trucks—making it one of the most effective B2B storytelling campaigns in advertising history."

4.6 Dove Case Study

4.6.1 Dove's Communication Challenges

Dove was a personal care brand owned by Unilever that hit a critical point in its development as a brand in the early 2000s. Despite being recognized as a leader in skin and hair care, Dove didn't have sharp emotional positioning because you were advertising within a beauty category where everyone essentially had their head up their ass with "idealized" and many times unattainable images of beauty. At the time, mainstream beauty advertisements emphasized flawless skin, skinny bodies and youthful looks — standards that omitted nearly all of its real customers.

It was grueling and exhilarating, all at the same time. This idea is perpetuated by the media that there is one form of beauty." Women no matter how old they are seem to understand this. The numbers made it clear that not many women could picture themselves in the advertisements they saw. This was really bad for how women saw themselves and how much they liked or even understood the brand. Dove realized that having a relationship with their customers was not just about how things looked on the surface. Dove wanted to have a connection, with women and the brand Dove was willing to do more than just talk about it. The brand Dove wanted to mean something to women. It had to be about something serious than that. The thing is, there are issues in society that need to be talked about, like representation. People need to feel like they are represented.. Then there is body confidence. This is a deal for a lot of people. They need to feel good about themselves and their bodies. It is also about self-worth. People need to know that they are worth something that they matter. These are the kinds of things that the issue of representation and body confidence and self-worth're really, about.

Need for Real Representation

Dove had a problem to deal with. We wanted them to be real and honest in a world where people see a lot of pictures and perfect images that are not real. Dove had to change the way people thought about them. They wanted to be seen as the brand that likes " beauty". They thought this would make people happy because they were tired of seeing ads that made them want to look like the people, in the ads. People were tired of feeling like they were not good enough. Dove wanted to change this feeling. That would mean we have to think about the story again from the start, to the end. We need to make sure the story of beauty includes people so they can see themselves as beautiful. The story of beauty should let people imagine how they want to see themselves. The story of beauty is what we are trying to change so the story of beauty can be something that everyone can relate to.

Dove needed a story that people could really believe in and be a part of. This meant Dove was going to stop using models who were perfect and instead use people. Dove wanted to use people of all shapes and sizes different skin colors and all ages. Dove wanted to talk to people in a way that would touch their feelings. The main goal of Dove was not just to sell a brand. To make people feel something deep inside. Dove wanted to create a brand that was built on values that people could understand and believe in. Dove was trying to do something than just sell a product Dove was trying to make a connection, with people.

4.6.2 Real Beauty Campaign

Doves "Campaign for Real Beauty" that they started in 2004 was a moment in the history of advertising and the way brands tell stories.

The Dove campaign also did something when it came to how people think about their bodies.

It included people of all shapes and sizes and colors and ages.

Doves stories were not trying to sell you something that you can never have.

Doves Campaign for Real Beauty was really about being yourself and feeling good about who you're

Doves Campaign for Real Beauty was trying to make people feel happy, with themselves.

The Dove campaign was really about making people feel good about themselves. Dove was not just selling soap it was selling a way to feel better about who you're to believe in yourself. The stores and the commercials and the ads in magazines and all the messages you see online they all said the thing. They had pictures of women and words that talked about being honest about what you do not like about yourself. The Dove

campaign was saying that women should not have to look a way just because that is what society thinks is beautiful. The campaign was, about the Dove message of self-esteem and self-belief. Dove wanted to build a community where women could talk about their insecurities and be themselves. People were trying to figure out what beauty really means. These are the stories of women finding themselves and feeling proud. For years these stories have helped Dove make ads that people talk about. They are part of conversations about loving our bodies and treating everyone equally no matter if you are a man or a woman. Dove is still talking about body positivity and gender equality, in their ads.

Brand Advocacy and Social Impact

The "Real Beauty" campaign is really something. It is not about making commercials. Dove has done things too like the Dove Self-Esteem Project. This project teaches girls and their parents about self-esteem and how to understand what they see in the media. Dove wants to help people. This is what makes Dove a brand that cares about people. The people at Dove want to do things for society. They want to do more, than just sell products. The Dove people have goals. They want to make a difference.

Dove got a boost to their brand it was not just that. They made a promise and they really meant it. The brand Gray was really. Making a mess everywhere. Dove was doing a job and people were taking notice of it. They were doing something right. It was working out well for them. The brand Dove was, on top of things. Gray was dumping their problems all over the place. This thing did not make sense to people but the people who really liked school work got it. These men and women took time from their days to fight against the bad things this program was doing. They talked about it on channels in schools and at home, around the kitchen counters. People actually liked it. The program was a mess. The people who liked school work were trying to fix it. They were fighting against the things it was doing.

In a work environment something interesting happened. That was people who liked something a lot being very enthusiastic and I had not even thought about it. What started as some fans talking to each other turned into something crazy: the maxcdn campaigns storytelling was something that everyone who was a part of it helped to create. The maxcdn campaign was, about people working together to tell a story.

4.6.3 The Use of Visual and Testimonial Stories

Another person who helped create the standard for the testimonial story. The women in these stories are women, not actresses or models. They tell their stories about how they feel about themselves their confidence levels and what society expects of Dove and the women. These stories are often shown in a style that shows real emotions, vulnerability and honesty. The women, in these stories share their feelings in an raw way.

In the now-legendary “Dove Real Beauty Sketches” video, for instance, women are seen as they sat with a forensic sketch artist and then — out of his eyesight — described what they look like to themselves. The portraits they made of each other, and a few of themselves, captured how hard on themselves many bridges could be. The smart and tidy little anti-extreme-body-image story became the talk of many. Strategic Difference from Industry Standards

Its narrative as a departure from conventional beauty marketing also didn't hurt. While competitors were still using airbrushing and other high-aspirational messages to sell more soap, Dove was taking a potentially risky approach to its brand by championing flaws. They celebrated their natural body diversity - such as wrinkles, freckles and stretch marks among others – instead of trying to hide or highlight it.

But that difference was visible, and it was moral leadership. The natural light, no make-up retouch and un-posed photos of the images cause the contents to look real and sincere. Dove took a risk with the industry as it entered to up its game, and it sent a second message to customers: “We see you; you matter.”

4.6.4 Ethical Leadership Communication

Bringing Its Brand Story Down to What People Value

The brand story-telling of Dove acted as a form of ethical business leadership communication in an era where the market has become not simply a space for business but also for public voices. By educating its customers about issues like body image, gender equality and how to read the news, Dove became a brand that stood for more than merely the things it sold.

It wasn't one time and it didn't go away. Dove has shown time and after time in its ads that it's willing to make a long-term bet on redefining what beauty looks like, not simply the hot trend. And it was the sense of dependability, the stolid reliability that made it believable. Because this is what creates a long-term connection with customers who care about an authentic brand that is for everyone.”

Indirect Impacts on Brand Trust and Loyalty

Dove's stories were as morally strong and emotionally powerful, and they will ever be. People's trust in the brand went through the roof; many now look to Dove as an ally and a moral compass. Loyalty metrics recovered, especially among women who felt like the brand had recognized and affirmed their existence with its message.

The even-more-improved Dove approach took on benchmarking, changed the whole damn business and paved the way for a much bigger movement for truth in women's advertising. Others quickly followed with messages of their own that were, if anything, slightly ridiculous — but because Dove was first and established itself as an early leader and then continued to reinforce its commitment, it won the brand war on values-led marketing.

Dove went from being a brand to a cultural icon and change agent, the stories it told were going down one show or network at a time helping raise people's self-esteem.

Did you know?

The Dove Real Beauty campaign was launched in 2004, in due course reaching a 700% increase in sales over the following decade. One of the most-awarded ad campaigns of all time, it's proof that when an agency trades in real representation and social impact, brand loyalty is both possible — and profitable.

4.7 Summary

Business storytelling is a strategy for companies to link stakeholders through emotion, simplifying the trust-laden professional conversation.

Business stories, unlike other kinds of storytelling, have a point – and it's not usually about the company itself, but rather customer experience or governance and brand.

The Story Theater Method uses the format of a play (beginning-middle-end) emotion and performance components (voice, body, timing), allowing you to make presentations that people remember.

Storyboard: The Four Pillars of Good Storytelling – Character, Conflict, Resolution, Horse and now in Wales this week–Moving Body Text And WHY it fits-into your Business Stories. The four Pillars of Support are Authenticity, Relatability, Clarity and Emotion.

P&G'S "THANK YOU, MOM" The Unexpected Story In 2012's London Olympics P&G demonstrated how emotional branding can be brought together to under one emotional theme, many different product entities. It celebrated universal feelings like care and sacrifice, and it turned P&G into a purpose-driven brand.

Volvo has defined its brand values around a particular be the safety one – not only making it a product feature of their car, but visually demonstrating trust and engineering prowess with visual narratives (i.e. “The Epic Split”).

Volvo uses story-telling in its brand strategy to take the long view – maintaining that all-important brand coherence while doubling-down on innovation and safety leadership.

Dove’s “Real Beauty” campaign broke all the industry rules and instead of being a marketing hoax, was based on real consumer testimonial stories and formats - challenging stereotypes of beauty with honest testimonial stories to build trust.

4.8 Key Terms

Testimonial Narrative – Real users narrate their experience, often used to establish trust and credibility.

Ethical Communication Leadership- The art of telling a story compliant with the societal values as inclusion, transparency and empowerment in leadership settings.

Brand Trust – The seed of belief in the consumer mind that brand is honest, trustworthy and going to do what it says it will.

Visual Storytelling – Your brand story is told through striking images, or metaphorical visual content, which allows you to tell your audience what the brand truly is without much text-oriented communication.

4.9 Descriptive Questions

How is business storytelling different from other stories?

How does Story Theater Method increase the engagement level emotionally.

What are the four fundamentals of business storytelling and why are these so important?

How did P&G connect with moms through its “Thank You, Mom” campaign?

How did Volvo’s “Epic Split” campaign balance spectacle and product message?

In what ways does Dove use testimonial narratives to subvert traditional beauty standards?

How does authenticity factor into the impact of leadership storytelling?

How does narrative impact long term brand loyalty and advocacy?

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4.11 Case Study

Storytelling and changing hospitality: the Airbnb travel preface

Experiential travel and consumption have changed the way it “works” in the past year, and in the way that it works over a decade. Airbnb, a company that connects people in need of lodging with those who want to rent out their homes and spare rooms, has disrupted the hotel business using these narrative and social capital tools. This comparative case study is driven to understand the framing of Airbnb’s strategic narratives, which is guided by the development of a border-crossing brand (Anholt, 2007) that aimed to create credibility and trust within experiences economy marketplace as travel leader.

History

Airbnb started in 2008. This was a way for people to make money by letting others stay in their homes. You could pay to stay in someones house or apartment. Airbnb was a company at first. As time went on Airbnb had to deal with some problems. These problems are the ones that many other companies have to face. People wanted to know if they could really trust the company. They wanted to feel safe when they used the service.

Airbnb had to figure out how to make people feel safe and comfortable. Guests were worried about staying with someone they did not know. Hosts were also worried, about letting strangers stay in their homes.

Seriously BIG HAT had to change Airbnb from a company that only cared about making money into something that actually stood for something before it took over the whole world. The people, in charge of Airbnb started to think that telling stories was one of the ways to fight against bad things being said about them and to build a community where people felt like they belonged and could trust each other. Airbnb needed to have some values so BIG HAT had to make some big changes to Airbnb. Airbnb didn't just expand advertising its own narrative, the story of a place where you could rent someone else's home; it marketed itself as "belonging anywhere." This might be the start of a new revolution where people travel and connect in an all-inclusive manner.

Problem 1: P2P Inclusion Issues in Trust

Airbnb was a fresh business that was subjecting the hotel industry to pain, but it also raised questions about trust in a manner that felt terrifying. Both guests and hosts were anxious about what was unknown when they'd walk through the door: Will this place be safe? Will the guest make a mess? Are the pictures real? Even professional authentication was not very helpful for users wanting to participate.

Solution: Airbnb also introduced a mutual feedback system that allowed guests and hosts to rate one another, with consequences for both.

"Personal bios, stories and photography could be shared between Airbnb hosts and guests to make the platform a more emotionally human place. They were virtual meet-cutes that made the transaction feel more intimate, rather than like e-commercials.

"Airbnb Host Stories" is a video series that tells heartwarming stories of two hosts who went the extra mile to make friends for life by sharing their space — and time. These news stories refocused the story from danger to community and generations of shared experience.

Your brand is seen as a marketplace which stands between requests and offers.

2: Folks Look to Rent With Your Brand.

Airbnb struggled to escape the image that it was an inexpensive substitute for hotels, which meant it grew and yet did not grow at the same time. Not everybody knew that

here was a good place to discover people’s real travel stories, or to learn about the world.

Other platforms started to do the same thing and short-term rentals lost some of their specialness.

In 2014, Airbnb turned into a lifestyle brand with an emotional story and launched its “Belong Anywhere” campaign around the world. It was created by, and for, the users — except it was inspired more by emotions than hostels.

It developed into the voice of a storyteller, with its focus on people and communities — which ultimately made walkable houses possible. Travel blogs, YouTube and Instagram abound with guest stories, local experiences and inspiring stays.

The copy announced that Airbnb was no longer only a means of traveling, but also a way to belong in the world, one story at a time.

3: Speaking in the Dark of Rules and Safety.

Airbnb was forced to navigate a long and ugly roster of legal and public relations battles as government and other groups around the world fought over whether its business is legal, if it pays taxes or whether it siphons off housing stock in the area.

Solution: The company’s senior leaders, including its chief executive, Brian Chesky, started doing open storytelling as a method of discussing problems. Chesky wrote community members personal letters about the mistakes he was making, and then article after article on what to do better on larger systemic problems like addressing bias in bookings or safety that isn’t always fair.

Airbnb rolled out its “We Accept” ad campaign during the 2017 Super Bowl to combat discrimination accusations. The campaign featured people from different races, religions and walks of life, in noting the notion that Airbnb was for everyone.

This was values-based storytelling at its purest, a story designed to knit trust back together and take the company up over the moral fray of the market.

Questions to Think About

What Airbnb has become from a platform that helps people rent their homes to a brand of lifestyle via storytelling.

In what ways did the personal story of host and guest contribute to the growing trust and confidence?

Using leadership storytelling to manage crises, and rule with issues.

Final Thoughts

The way Airbnb has done things far is a really great example of how a company can change the way people think about things and build a brand that people all around the world know about.

Airbnb started out as a website where people could rent out rooms and houses. It became so much more than that. It became a symbol of feeling like you belong somewhere.

This happened because Airbnb showed us people and the emotional connections they made with each other and it talked about what it means to feel like you are part of something.

Airbnb used stories, from people it dealt with problems in a transparent way and it worked to rebuild its brand when things went wrong.

This helped Airbnb become one of the companies to be a part of what people now call the experience economy.

Airbnb is still a part of the experience economy today. It's an example that reveals why storytelling isn't just one of 100 marketing strategies but a top-tier communication tool for the leaders at any organization.

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Module 5: Listening and Interpersonal Communication

Learning Objectives

1. Learners will comprehend basic communication principles.
2. Learners will demonstrate good listening skills through practices like restating statements, asking for clarification, and offering helpful responses to help conversations succeed.
3. Learners will better understand how emotions shape social connections by learning to read both emotional and speaking clues in interactions.
4. Learners will learn effective talking and body language methods to connect with others and handle disagreements better while making friends in different situations.

Content

- 5.0 Introductory Caselet
- 5.1 Introduction to Listening and Interpersonal Communication
- 5.2 Interpersonal Communication
- 5.3 Verbal and Non-Verbal Messages
- 5.4 Listening in Interpersonal Communication
- 5.5 Emotional and Conversational Messages
- 5.6 Summary
- 5.7 Key Terms
- 5.8 Descriptive Questions
- 5.9 References
- 5.10 Case Study

5.0 Introductory Caselet

GETTING BETTER AT PERSONAL COMMUNICATION: Verbal AND non-Verbal Messages

As it expanded around the world, Tesla led the way for auto companies in innovation — and lagged far behind in internal communication. This crossing of communication styles made it difficult for staff members to correctly interpret the messages and thus such kind of inefficiency and stressful working environment.

Identifying the Problem

- Jargon: Occasionally the tech team would spout jargon which left non technical departments in the dark as to what was happening and delayed project execution.
- Nonverbal cues: Lack of facial expression and body language in virtual meetings led to non verbal interpretations.

Implementing Solutions

Verbal Communication Clarity: Tesla also issued additional training programs in order to dumb down the tech talk and have clearer, simpler messages. It helped institute active listening and paraphrasing between departments for clarity's sake.

Improving Non-verbal Communication : The workers were learn how to interpret the tone, mannerisms and facial expressions found in video calls. Video-on policies were set up in their virtual meetings to clarify the messages that they shared and structured feedback was given to ensure that they were understood.

Results

When these processes were in place, teams worked better together, misunderstandings declined and relationships among the workers were strengthened. The workers were also learning that what they say and don't say, plus their body language towards others in the office was having an effect and this lead to a more inclusive place.

Critical Thinking Question:

What are some things organisations can do to ensure that remote or hybrid work doesn't lessen nonverbal communication?

5.1 Introduction to Listening and Interpersonal Communication

The ability to listen and communicate is what makes you successful in any career. When business rests on decisions, partnerships and innovations, listening powerfully can matter a lot. Although there is considerable attention paid to the teaching and learning of effective communication and presentation skills, listening is perhaps the most fundamental of communication experiences for many people. Listening means more than just listening to the facts; it is about what the message implies, the tone of and circumstance in which it was conveyed which makes it an essential part of managerial delegation skills. Inter-communication involves the sharing of message and message content with others in cooperative work sites and organizational structures. Beyond shifting information around, this means synchronizing and building collective understanding. With the integration of active listening and interpersonal skills, employees could avoid conflict with and cultural difference/exclusion in the organization and will be trusted by coworkers. In this chapter, we will investigate the connection between listening and interpersonal communication, highlight their significance in professional setting, as well as offer some practical advice about how to practice active listening.

5.2 Interpersonal Communication

Man-to-man conversation in the office is an irreplaceable part to any business success and amelioration. It is the organizing structure that faculty members have relied on to determine how interpersonal and inter-organizational communication, problem-solving, and conflict resolution processes or activities occurs among organizational members and with external constituents such as clients, customers, and stakeholders. Good communication is good enough common understanding about the goals, expectations and duties of set members of the organization. Moreover, business bootstrapping also has a good impact on the development of organization culture as people in business do appreciate qualities like transparency and trust.

But in essence good business communication forms the base of any corporate relations, whether it is networking or customers or a brand. These business communication types, along with other forms of email behavior, face-to-face communication, presentations, and business writing all have a potentially large impact on the success of business negotiation processes and deal making in commerce. Therefore the research of the significance of good communications in organisations, especially in our world today which is riddled with competition indeed a global village becomes relevant.

Interpersonal communication can be defined as the exchange of data, feelings and purpose, between two or more people: that is what takes place when we meet. It is

human-to-human communication, in which the spoken language isn't the only consideration. Our brains don't just evaluate words; they use prosody – intonation – to infer stress, mood and tenor. Body language plays an important part: where are those eyes gazing? What are those hands doing? And body position matters. The interaction between and among people is an essential element in establishing as well as maintaining a relationship at large that include formal, business or personal relationships. Then, people will sleep better, and they won't get into the kind of knock-down drag-out battles with their coworkers that they might have otherwise."

Thus, interpersonal communication is vital in any organization. Doing so can provide a way to build relationships at work, maximise employee satisfaction and in turn increase productivity at your workplace. Interpersonal communication experience, required of all who would be part of the organization. Whether you're speaking in front of a crowd, sitting in on a meeting or having lunch or coffee break small talk with your co-workers, strong interpersonal communication skills are imperative.

5.2.1 Importance of Interpersonal Communication in the Workplace

Interpersonal communication is such an important factor in the workplace for several reasons:

Cooperation and Working Together: Work-level communication in the office particularly encourages a sense of togetherness among employees. Its very easy for co-workers to work well together and be productive and friendly in order to meet the team goals.

Conflict Resolution: Not all conflict at work can be eliminated, but the communication process can lead to good results for conflicts within organizations. Employees will when they work on conflict settlement and recognize how much they have in common be content to handle the differences without deteriorating into representing incidents that are damned about this place, and being hurtful staff.

Establishing Trusts: Interpersonal skills allow employees to communicate with individuals they meet at work, especially with their superiors and other collaborators. Good relationships can raise the amount of satisfaction that employees have, creating the right, and healthy working environment as well increase general employee morale.

Enhanced Performance: Clarity in giving instructions minimises communication ambiguity and, hence, productivity is patently increased in terms of efficiency at work in an organisation, organisational set goals and objectives as well as targets. All of the problems of projects, which are executed in an organization, are dramatically resolved when employees communicate with each other so well.

Emotional Intelligence – Investing in building effective interpersonal skills and emotional intelligence with employees is another aspect that deals with the

communication at work. It is, therefore, important for an employee to learn how to view other people and their feelings, decipher them and respond appropriately – all of which leads to the formation of good working relations and co-operation.

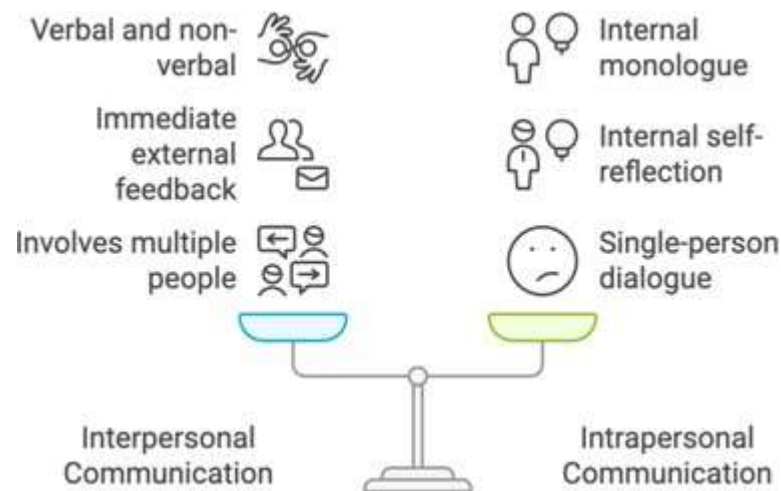


Fig 5.1 Comparison between Interpersonal and Intrapersonal Communication

5.2.2 Styles of Interpersonal Communication

Control: The high-control message style has a message that is very assertive. Those who use this style want to give clear instructions to others, so that they exactly follow their orders. Their primary aim is to get an upper hand over a certain situation or project that they hardly have room for the alternates. This type of style is very efficient in situation requiring quick action or limited decision making, as might be the case in an emergency or the end of a project. However, once heavily used, it can kill creativity and self-organization leading to employees pushing back on the practice.

Example: A project manager at a construction company absolutely gives clear direction for safety, is very strict about the time it is going to take in the realm of “There’s no discussion for how long — time takes how long.”

Those who speak Egalitarian are likely going to share collective responsibility and mutual respect, decision-making based on consensual agreement. This style is so centrist no one wins or has a chance of challenging the others. Compared to other types of communicators, including friendly and reactive-based ones, the egalitarian is highly responsive to the rest of the group's effort in reaching consensus. It is suitable for decision making by committee such as in brainstorming, but it takes time which may not be feasible especially with the urgent nature of community need.

Example: A leader of a team in marketing involves the various members in a new campaign, listens to each one and uses their input to guide the marketing strategy.

Organizing: The organizing style is one of systematic and order proposing, incorporating rules and procedures, setting goals and methods. You get also all people on the same page with such a style and is suitable for conveying these expectations on big projects or hiring new talents in a company. So, even though it does take away vague views and leads to understanding, it's also overused in ways that make solutions feel rigid or managed from the outside.

Example:: An operations manager in a logistics company creates a work plan that details how one specific part of the supply chain process will be executed, and by whom.

Dynamic: The dynamic style is flexible, passionate and moves quickly to adapt to the new environment. Fast talkers do well in positions that require innovation, variety and flexibility with times/vectors where one has to make frequent quick decisions. While this gets into the mood and desire sets for work, it sometimes can be impatient - forgetting about what or how an action was organized.

Example: (for: Must advocate for creative ideas when they make sense passage)
Technology startup CEO in pumped up mode during a strategy meeting in relation to the development of technology and support for modern directions, and loosen things up mode during a campaign.

Yielding: Recipients give up control willingly and allow someone else to be in charge as is the case with communicators. That assumes capability because it is highly decentralised so people are expected to stand up and get on with doing the work. It is helpful under conditions characterized by a highly skilled work force and/or minimal direction; however, it does not fare well if applied under conditions in which employees show low levels of initiative.

Example: An HR manager who doesn't micromanage "I'm a senior HR manger that allows the heads of departments to make decision on their own with respect to training programs and processes they need HR support in implementing them, then I chip right in to help out."

Withdrawal: Withdrawal communication style is the passive act of not being responsive or communicative to another, either because you are uncomfortable, bored or intentionally rejecting the other. This might be what is necessary in a potentially violent relationship, but this style prevents one from listening to receivers and can even drive people further away. Players usually have some degree of concussion symptoms while playing or practicing (this may interfere with accurate symptom reporting).¹² Peers Sports Med366 Crosby6 found an increased risk of repeat injury among players who reported at least 3in every domain).

Example: Team-member at a meeting discussing resource-allocation just doesn't watch as the rest argue; she does not simply vegetate.

Interpersonal Style	Type	Description
Controlling	One-way communication	- Used to direct others, to gain compliance; - Anticipates little or no feedback; - Employs power and manipulation; - Can be intimidating, and raises communication barriers.
Egalitarian	Two-way communication	- Shares information, rather than directing; - Encourages others to contribute their ideas; - Builds trust and positive relationships.
Structuring	Task-focused	- Used to establish schedules and impose organization; - Monitors compliance with company rules; - Informs others of goals and objectives.
Dynamic	High-energy	- Uses inspiration to motivate others to take action; - Most effective in times of crisis; - Is not effective if receiver is less experienced.
Relinquishing	Deferential	- Highly receptive to opinions of others; - Allows others to discuss, but offers minimal comments; - Effective when receiver has experience and knowledge to act.
Withdrawal	Lack of communication	- Sender avoids using their influence and power; - Indicates unwillingness to participate or communicate.

Table 5.1 Description of Interpersonal Communication Styles

All of these styles are appropriate in the workplace and understanding when each is most effective can facilitate more positive interactions between individuals and improve the organization's climate.

5.2.3 How to Develop Interpersonal Communication Skills

Interpersonal skills are fundamental in everything we do, so learning how to develop deep rapport is important. Interpersonal communication allows information to be shared, e.g., the sharing of feelings, improving interaction and deescalating hostility. These skills include parts of perception and attention, basic proficiency in relevant spoken language(s), recognition of bodily signals, and control over one's emotions in some conversations. 3.) Some indicators of when a person maximizes these capabilities are: that the individual has access to expressing ideas and feelings, is able to relate with others, and be socially competent in society. Interpersonal communication is the theme of this issue, and it hopes to make you a better communicator through various situations.

Stay Away from Miscommunication: It can cause misunderstandings. Mistakes, and even fights - therefore in order to stay away from bad perception one needs good communication skills. The best way toward misunderstanding there is in clear and brief

language. "Instead of instructions as vague as 'Oh, go ahead and make the report better,' a more concrete directive like, 'I'd like to see some data analysis added in section two and the recommendations articulated with greater clarity in section four' helps remove ambiguity. One of the other elements of communication is feedback or verification. Don't just presume the listener always gets it; ask him to tell you what he heard needs to happen next so all is certain.

Body language too is key player in communication. When body and words don't match, even the right thing like, "I value your input" delivered while unable to stop staring at your phone can torpedo the message. Knowing the voice level and body language can help support the message. Ditto, you can not assume anything. If one manager asks for a report "soon," some employees may infer that to be "by tomorrow," while others interpret it as "by the end of the week." Instead, it clears up the ambiguity by creating a specific time you are done.

Open communication also prevents miscommunication. Establishing a culture where people are comfortable to ask for clarification is likely to minimize errors and make you more efficient. For instance, a project leader might announce, "If there's anything you don't understand, just ask before starting the job. This attitude of anticipation eliminates confusion and brings everyone to the same awareness. Through these techniques, they can improve their communication skills which would make interactions more effective and self-satisfying.

Facilitate Collaboration: A direct communication style promotes collaboration through open discussions, listening carefully and clear understanding. With clear and respectful communication among them, the team can share ideas, solve problems quickly and work together toward common goals rather than wasting time bickering. For example, in a project team, there may be a designer, developer and marketing professional who all need to come together for the launch of a product. However, by responsively hearing each other's point of view, asking clarifying questions and offering constructive feedback, they can make sure that the product meets both technology and market fit requirements. You also can utilize collaboration tools such as Slack, Trello or Microsoft Teams to easily communicate and ensure everyone is on the same page. By building a culture of inclusion where all team member voices are valued and heard, teams can increase productivity, decrease conflict and drive better output.

Avoid Burnouts: Good communication between team members reduces the risk of burnout by fostering a supportive and comfortable work environment. With open communication people get to express their concerns, establish limits and receive help when they are overwhelmed. One way to help prevent burnout is fostering a culture in which employees are not afraid to talk about struggling with the amount of work they have on their plates to their managers. For example, an employee managing several deadlines should feel comfortable communicating their capacity and requesting

remediation or delegation. Moreover, demonstrating active listening and empathy in the workplace can also help recognize premature signs of burnout. A team leader who observes a colleague becoming increasingly isolated or stressed is able to engage in conversation — providing support and resources, like mental breaks or flexible scheduling. By keeping lines of communication open, respectful and compassionate, workplaces can mitigate stress, boost morale and increase productivity.

Effective Problem Solving: When you do problem solving effectively, it is the basis of interpersonal communication as it addresses blocks constructively rather than destructively. It needs listening, articulation of ideas, the ability to see from others' perspectives and collective decision making. Most of all, problem solving means identifying common causes rather than just reacting to symptoms. For example, in work environments, if two coworkers disagree about who should do a project, one could address this with problem-solving by having an open dialogue where both express concerns. The manager or mediator can also help inform and clarify roles, ensuring a common understanding and compromise. Likewise, a customer service employee (who is empowered) would not simply tell the unhappy customer to keep quiet but listen attentively to their complaint, acknowledge where they are having problems, and then offer them something in return - be it replacement goods for defective ones or a refund. With a solutions-orientation and effective communication, people can solve problems and build trust and collaboration.

Harmonious workplace– Workplace harmony is the ability of an employee perceiving sense-making, individual differences with other employees and cooperate each other in reaching a common goal. It is based on trust, positive relationships and conflict resolution methods that create a supportive workplace. Strong interpersonal skills help to reduce misunderstandings, enhance teamwork and keep morale up.

For instance, at a marketing company, the 2-3 people working on a campaign might have conflicting gut opinions. Rather than fight, they listen to each other, make suggestions and reach a compromise that includes respect for both points of view. While the previous example may have been somewhat frivolous, some situations in professional life – say nursing or medical practice – prevent serious consequences by having nurses and doctors who are able to communicate information accurately and empathetically. An effective dynamic of interpersonal communications is critical in the health workplace, where its benefits will be high productivity, job satisfaction, and a positive culture within an organisation.

Through the development of interpersonal communication, it is also potentially achievable to ensure a friendly environment at work for all workers and enable a more diverse workforce. To the same extent, it helps define best practices within the company level professionals.

5.2.4 Interpersonal Communication Theory

Interpersonal communication, then, is the study of how individuals engage in an exchange of the verbal and non-verbal messages in a face-to-face encounter, including how these messages modify or perpetuate relationship acts as well as behavior. The communication in work is not just information transaction but also a job of building the intensity relations.

Example: In a workplace in India, think about Aarav and Priya, two co-workers who begin by exchanging messages about work — deadlines and reports. The exchanges start out quite business-like and formal. Only that, with time, Priya tells him that she likes classical music while Aarav says he likes cricket. They chat on, trading momentous family traditions and career ambitions and personal obstacles. Such an incremental exchange of knowledge enhances their mutual understanding and trust, which contributes to effective collaborative work.

This is an example of how interpersonal communication matures, it strengthening this notion that trust and meaningful interaction builds as people start to open up more about themselves which in turn enhances workplace relationships and teamwork.



Fig 5.2 Theories Enhancing Workplace Communication

Workplace examples are used to explain the following interpersonal communication theories.

Social Exchange Theory: Prescription Theory of Interpersonal Relationship Writes, people engage in relationships when they analyze and calculate the cost and benefit of relationship. Self interest means the individuals in a society will pursue to get the largest gain, even their personal relationships. In a work context, it occurs when workers decide if working together on a project would lead to a promotion or raise.

For example, Raj, a senior manager could select to mentor Riya a junior employee and while developing him/her as a Manager it's going to be win for Riya and badge for Raj.

CMP: Communication Privacy Management Theory: Communication Privacy Management (CPM) Theory explains how and why individuals manage their privacy space between themselves and others. In the workplace, people move through these obstacles as well — primarily with the type of information that is or isn't shared.

For example, Neha who is the marketing manager may not confide her personal problems with her subordinates because she wants it to be kept a formal relation and Rajesh, his superior may do just the opposite as he will like informal relationship. Emphasis on this is the process of negotiation privacy at work, and handling information that might be perceived as private.

Uncertainty Reduction Theory (URT): The concept of uncertainty reduction theory is the idea that each time people interact with one another in some way for the first time, they attempt to gain information as a means of reducing uncertainty and being able to better predict what the other person will do. Small talk, as when newcomers to a workplace engage asking or exchanging information or looking for similarities.

Example: The creative lead Kiran could ask Riya the candidate, how much experience she had with clients in the tech sector to minimise his risk of her inability. The theory is most applicable to orientation processes and group-based situations where one person is acquiring information about other group members in the situation.

Social Penetration Theory: The first phase of a relationship is described by Social Penetration Theory as the self-disclosure of varying layers of information. It manifests in a work environment when people walk away from talk about what they do at their job and get involved in gossip.

Example: During a coffee break, while two people are talking with one another, Riya may say something about having weekend plans but then she will transition to something deeper such as her career goals and obstacles. Additional layers of communication, like a deeper level, help build team camaraderie and trust.

Interpersonal Needs Theory Interpersonal Needs Theory proposes that communication is facilitated by three fundamental needs: Control, dominance and affection but carries with it cultural connotations such as incorporation. Sponsorship and people's behavior within it are shaped by these needs as the latter bring expectations of belongingness. Example: In the professional domain, for instance, an employee like Neha would need to be included just to meet her need due to a job requirement through team meetings showing the work she has put in and also show other team members their respect as required. Similarly Kiran may achieve control as a function of managing

creativity and role-playing while Rajesh can have love in the form of 'providing encouragement', ie: encouraging team spirit.

Expectancy Violations Theory: Expectancy Uncover the level at all others behave when one does not meet communication expectations. It may also be the case that positive and negative work effects stemming from workplace violations are caused by different types of violations.

Example When the team was working, the senior members such as Rajesh appreciated in front of whole team junior players such as Riya made harmony among them and raised social status of both. Yet if Rajesh flies off the handle with her in front of everyone, not only is that potentially humiliating, he could lose good relations at work.

Attribution Theory: Attribution Theory revolves around how individuals interpret others actions, and attribute cause to those actions. In the workplace this theory is used by many managers to determine if they have achieved the result of their subordinates work.

Illustration: If some project is not completed within deadline then Rajesh could either say that Riya's effort was required to finish the project but she did not do enough (internal locus of attribution one holds) or he may blame the instruction given by team was not sufficient (external locus one holds). It helps in understanding how others are perceived when decision is to be taken, performance to be evaluated and cooperation invited.

Cognitive Dissonance Theory: Cognitive Dissonance Theory posit that people experience tension whenever they simultaneously hold two or more cognitions (beliefs, attitudes or behaviors) are incongruent. In the workplace, you come under such pressure to do things that are destructive to your values.

For example, Neha may experience cognitive dissonance when she is asked to feature in a misleading marketing campaign. In order to cope with the kind of distress that you are finding yourself in, she has options about changing her mind-set over the campaign or on how to bring it up with her boss Rajesh.

These theories assist in explaining the complexity of self and other communication that occurs on-the-job - the building and maintaining, as well as managing of interpersonal relationships.

5.2.5 Components of Interpersonal Communication

Human communication is a multilevel, dynamic progression involving the exchange of information between at least two individuals. Misinformation, maloperation and

suboptimal human communication rely upon these facets for an explanation of how communication might be maximized.

Refer to the following: Features of interpersonal communication:

Sender: The sender is the individual who sends a message to another individual during communication. The sender of the message is called the encoder. In the statutory employment setting, the sender could be either an employer giving a directive or an employee proposing something. Message clarity and message direction is an important checkpoint and basic necessity in the organization communication path.

Example: Team leader Rajesh is sending a message on some project to his reportees and it should be readable meaning have working content.

The message The message is the information that comprises the content of communication and it is the material to be transmitted including spoken, written or signed words produced by a sender. Where there are people, there are messages: from a basic email or an impromptu conversation at the office to something as formal as a presentation or bigger as even body language! **Example:** I would like to email the team about the new marketing strategy so that the main point that team is taking.

Encoding: Encoding is considered as a form of transition where the message to be transmitted is converted into words, signals, symbols or even figures for successful conveying. **Passing a policy** Policy is This Code For The policy->encodes/(decodes/) stage The encoding stage is crucial, because the message must be unambiguous and remain unchanged so that receiver 'gets it' nature of the message. Kiran might in fact plan to state his new idea at the next group meeting (as part of self-forecast) through a technical presentation, in an attempt to encode a set of that would be understood by members of his team.

Receiver: The receiver is the recipient of the message who decodes it to understand what the sender was trying to express. That following a message depends on the personal imprinting of the receiver, his knowledge and on context. **Example:** In the case of junior marketing executive Riya listens projected orders of Rajesh. How much Riya actually understood the message depends on what she knew about the project and how interested she was when you told her.

Decoding: Communication is completed when the message sent from the sender has been received by the receiver and that in turn, included it according to their view by decoding. That is, decoding involves the receiver understanding a message at approximately the same level of intent, tone and context as that by which it was originally transferred. If Rajesh somehow reported to Neha one day as how he got instruction and when he felt the tone was dia then she is bound to misunderstand him. The optimality of attention such an attention mechanism, together with appropriate

construction, can be well exploited on the decoding side, which is needed in bidirectional communication.

Feedback: The feedback of the receiver to the sender is feedback, which indicates if a message was received and/or more information needs to be mentioned. It may be oral or written, immediate or delayed. At work, when Rajesh shows an update of some project, Riya may speak up with queries or comments that serve the purpose of providing her a confirmation to her self that she understood what was discussed by rephrasing it or by questioning.

Channel: The channel is the medium via which the content (i.e. what makes up the message) travels. They might as well be relaxed like a conversation or call you do, inbox reloading messages or just simple SMS. Ensuring that you choose the perfect channel is critical if your message needs to reach its target audience well.

Example: If Rajesh wants to pass information on how a team member is performing or that an employee has resigned, he may rather commit to such a communication in a one on one meeting because such messages generally are known for finding the right tone and tenor.

Context: Culture includes the characteristics of the physical, social, and/or cultural environment in which people communicate. How the various messages would be received really depends on the context. Example: When Rajesh is sharing bad news with her/him about his/her performance in a one to one discussion form of feedback he/she would be more open compared to organisation is talking about presentation before a group of people.

Noise: Noise is everything that block the process of communication and it can come from within or outside of the organization. It can be related to the physical (the sound of a factory floor or unwanted noise in an open office) or it can affect the mind (like stress, prejudice). In the workplace, we find that noises could give rise to communication-barriers and one of such is when a worker; say for example Riya who has several personal issues including child care) and thereby may not be able to smoothly coordinate information passed across during a meeting.

Non-Verbal Communicates: Para verbal communication includes the physical signal by body, face or voice and anything other than the verbal messages. Frequently, the words are juxtaposed with the body; what is stated with the words has a counterpart through either doing or not doing something with the body. Example: Kiran may convey, "I'm positive this will succeed" in the midst of a talk, however if he speaks to someone without staring them in the eyes then trust can be lost.

That these elements are interconnected and are continuously in an active process to improve upon the existing communication mechanism prevalent at work. When these

elements are well understood and practiced, there is an insight into how effective communication can be improved in the context of interpersonal and organizational communication.

5.3 Verbal and Non-Verbal Messages

Personal communication is the mainstay for fostering healthy human relations in the workplace as well as in other settings. Strictly speaking, communication is the process of transferring information and knowledge, as well as receiving and perceiving information through attentive observation. Communication, both in the verbal forms and non-verbal styles, remains to be core to these because it requires being talked about as well as done such. Oral communication is spoken verbal conversation through the use of words or writing/messages to exchange information. They include sub-categories: tone, clarity, diction and organization that all determine how effectively the intended message is passed across. But words are not yet referring power only is Get a part of the desired sense or sometimes it practically does not even give a portion.



Fig 5.3 The Hierarchy of Communication

Body language, a look on the face, posture or pick up in ones eye are only forms of non-verbal communication as well. It dittoes or on occasion contradicts the verbal message, and is thought to be a key to which reveals what the speaker really feels. Smiles, gestures, and tone of voice connote areas of shared awareness beyond the words themselves – contextual layers that are significant in meaning and building rapport.

Accordingly, verbal and nonverbal communication go together and involve two different processes which are essentially different from listening in the strict sense of the word, i.e. focussing on words being addressed to a listener. This paper also analyzes how

these two modes of communication affect interpersonal communication and argue that one has to good at them in order to have a good interpersonal relationship.

Did You Know?

- 80 to 90 percent of communication is nonverbal.
- 55% of communication is body language, 38% is the tone of voice, and 7% is the actual words spoken.

Verbal communication can be described as a significant component in the organization of society. Language is used to share words, to transfer information and to interact with others in our society. Phone call or email or video contents and frequency of touch: It is as important as face-to-face communication for representing purposeful and meaningful talk in short and long-distance relationships. Everyone needs to communicate verbally whether it is in relationships, during interviews, while speaking to an audience or dealing with other persons.

5.3.1 Types of Verbal Communication

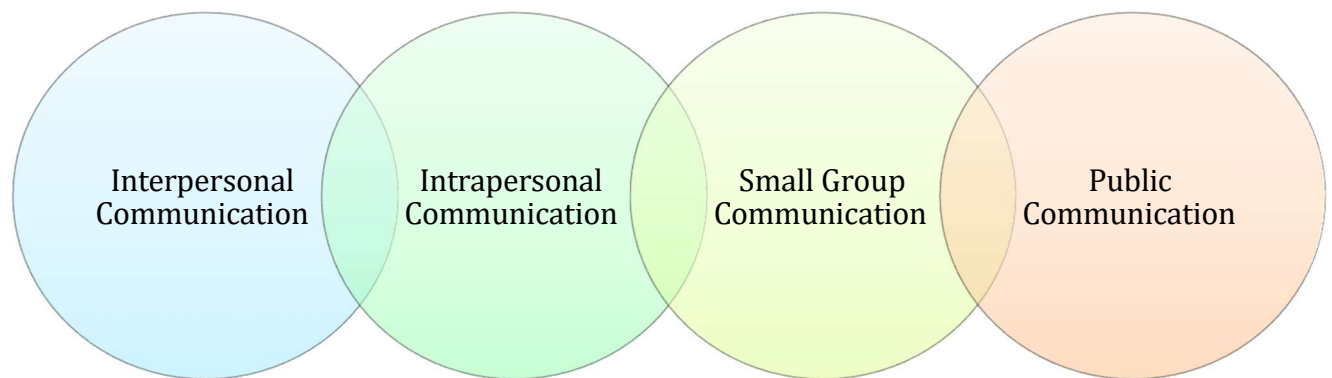


Fig 5.5 Types of Verbal Communication

There are four categories of verbal communication and they are: Interpersonal, Intrapersonal, Small Group and Public. To explain why, we need to zoom-in on the four major types of verbal communication.

Interpersonal Communication: Communications between two or more individuals is referred to as interpersonal communication. Communicating in this way through the use of direct or virtual networks must involve hands, bodies and words'. It does have this idea of an active and passive speaker depending on the current dialog. Casual VS Formal Interpersonal communication American Sign Language is used when

communicating with Deaf or hard of hearing individuals and in some I-Day street activities. Illustration: FORM written/oral communication When the teacher is teaching a class his /her lecture is taught and people tend to respect what their teachers say whether it be in writing or oral conversation Informal written /oral business communication can also be seen when you are having a chat with your friends and when you don't have any idea which movie to go watch with three of your mates. For example, Interpersonal communication may not always involve face to face conversations and in most cases information is spread with the use of electronic devices like telephones, e-mails and instant text messages.

Intrapersonal Communication: Intrapersonal communication is with the self and is internal, verbal or written. It can include realms of speech such as speaking with the person (while patient may be talking to him/herself), reading, day dreaming, imagining or hallucinating. Intrapersonal communication is the communication you have with yourself when you are trying to decide what outfit to wear for an interview, when you're unsure what the next thing is that you'll say in interaction or what movie to watch. It also emerges when you're practicing in front of a mirror as you want to be at that upcoming speech.

Small Group Communication: The process of communicating with three or more people in legal, organizational, and other contexts. The number should not be large otherwise members can't make a good relation with the group and neither will the group be able to meet its goal. In the classroom, small group communication occurs as you and others collaborate in achieving a task within a particular group possibly the whole class. Small group communication is not just about friends, co-workers, or teammates getting together to shoot the breeze. While interpersonal communication is a predictive, one-on-one experience between two people, small group communication has a theme or purpose, that is: accomplishment of a particular task.

Public Speaking: Public speaking is when one person speaks to an audience. Normally, the public communication is a transmission of information from one person to another. This would be one person posting the information and the group receiving a notification or reading it.

5.3.2 Styles of Verbal Communication

There are four kinds of verbal communication. People have a language to the way they talk to other individuals. The majority of researchers who investigate speech communication classify it into four styles:

Passive Communication: The passive communicator will be quiet about how they feel or think, because saying something may put them in a situation where they argue or say

the wrong thing where someone would feel insulted. In the event of an argument they will be the one to mediate and, they appear like happy and ok with what other people want or have. A downside to this way of communicating is that internal bitterness and misunderstandings will accumulate, and finally miscommunication becomes healthy release. The most common characteristics of a passive communicator are that he or she is hard to follow and rarely offers helpful input in group work.

Aggressive Communication: S/he talks in a tone that is scary and telling but s/he doesn't tell me how to think. These can be quite direct and entirely unmindful of others' feelings. This type of communication involves a lot of finger-pointing and You messages for example 'You are wrong', 'you must do something about it'. Whether that's from conscientiousness or from the fact that why would one tense up and prompt someone to be so taut in response, Interpersonal aggression is more or less – well really not allowed due to ill will and tension.

Passive Aggression: People wage attacks using subterfuge to try and cover up emotion that they have judged themselves as being negative. They may appear polite and be calm when they are actually angry, and it erupts in really poor ways. However, those people who practice this kind of communication relatively few, may be as damaging to the organization's environment and posture as is a direct aggressive communicator, but they like wise never conceal their aggression.

Assertive Communication: Communicators who are able to express opinions that they have and take into account others' feelings about the matter. This type of communication enables individuals to communicate truthfully and enjoy a healthy relationship rich with positive aggressive behaviors. In both blaming and assertiveness, but in very different ways, forceful personal statements are used: "I'm offended," or need information."

Assertive communication is considered most effective in the workplace among all types of communications. But in other occasions, it can come off as quite rude. Example : You would probably use a more passive style if this discussion was with family and close friends. Switching between two sets of modes of communication serves as a facilitative device in that it proves to be a panacea for multiple ways of expressing one's self in different situations.

5.3.3 Contextual Review: Verbal Communication in the Business Environment

Background: Meera Sharma was a marketing manager at a top fast moving consumer goods company in India working with a packager to take out a new product which she had been given the responsibility of delivering. The assignment required constant communication with the internal groups, advertising agencies and distributors on a

daily basis. Regarding the communication with the team members, Meera valued the meetings, phone calls and face-to-face interaction—for her it was important to verify everyone's alignment for next steps and timing on additional work shared in perpetuity.

The Advantages of Oral Communication

- **Rapid Clarifications:** Notably, Meera talked openly in team meetings and there doubts could be addressed on the spot. E.g. The problem was resolved in a few hours at a meeting when the packaging team expressed their time constraints!
- **Three months of face-to-face contact** between Meera and the support services developed trust and good, professional relationships. She had also been further motivating her team with talking the talk to stay pumped for having communicated in a tone that reflects assuredness and enthusiasm.
- **Immediate Feedback:** Meera listened for the words of mouths on the campaign recommendation to have a snap shot view of senior management immediately. Their input at the meeting enabled her to change the strategy in real time.

Detrimental Characteristics of Verbal Communication:

- **Miscommunications:** Meera understood that the majority of communication was oral had its limitations: as verbal instructions given by her used to be interpreted differently only for them to fail. Example: One day telling a junior team member to 'prioritize clients presentation' who is young and inexperienced gave her a mistaken time frame, hence the delays.
- **No Paper Trails:** Few of the businesses will make verbal agreements with their distributors and then they ended up having some disputes as they do not have paper material to subpoena what opinions they had. According to one of the distributors, the promotional discount with Meera's team was finalised orally at a higher per cent that wasn't pen-pushed but it is now not to be implemented.
- **Waste of Time:** In regards to using meetings and discussions that are elements used in some capacity when it was described, this took much more time than is actually allowed for work items, therefore postponing individual tasks.

RESULT: Such trial and tribulation was some of why Meera has adopted a merged communication style. While she went on working the verbal angle because of its advantages, she corroborated it by means of written messages, for purposes of persistency and record.

Reflective Questions

On the premise of how this case is argued, What can managers like Meera do to more effectively coordinate and regulate her verbal and nonverbal communication so that the employing organization becomes more efficient as well that much effective?

In terms of communication in Indian corporate environment where certain aspects of personal relationship tend to dominate, how would you suggest we are able to mitigate the risks associated with such form of communication and maximise the opportunities that it presents?

5.3.4 Non Verbal Communication

Non-verbal communication consists of communicating through gestures, not using the word spoken or written, and includes; the use of eyes (Oculesics), bodily movements (kinesics), distances and postures (Proxemics), use of touch(Haptics), voice tune, volume and timbre(Paralinguistics, Vocalic's Prosody). Nonverbal communication can also involve the use of space and objects that occupy it. It adds to what is spoken and makes it possible to put forth emotions and support the development of a point of view, intimacy growth, partner verbal interaction. As members of these cultures, information transfer can be improved by learning and understanding rule sets for nonverbal behaviours to improve inter-personal communication in professional environments. In one study, it was found that the words contributed 7% of the message strength when voice intonation is at 38 % and non verbal attention is measured at 55%. Our daily exchanges rely not only heavily on spoken or written language but also all other forms of signification.

Categories of Nonverbal Communication

There are many forms of nonverbal communication, and each one performs a certain function in the interpretation of meaning among people.

Kinesics: Posture, Signs and Mimics: The kinesic elements in terms of body language are non-verbal signals like foot, head, arm and hand positions. There are many types of gesture, such as Nodding of head Movement of hand Movements with face to show feeling or stance or interest etc.... 1) **Gesticulation:** subtitling could be used to express a particular message as some kind of sign or gesture, however the gestural expressions may vary from culture to culture or context to context. Generally speaking, they apply more to the positions and movements of your hands and fingers. To perform physical movement is very crucial in facial substance and it brings how facial expression work as a non-verbal communication. They are signalling that: a real smile is friendly - and there is friendliness, confidence and approach. Non-expression or blank stare that you have when receiving information that confirms other's thoughts and feelings shows the others that you are reading their messages thoroughly.

Sample: A firm grip and a friendly gaze communicates more with your smile; conversely, lack of good posture can give the receiver an impression that the sender isn't interested.

Proxemics: Proximity and Personal Space

Interpersonal distance is typically the space between or around two or more people when they communicate. Individuals of various background have different attitude toward interpersonal distance reference to others people, hence the necessity of considering such spaces especially within a multicultural workplace. If you give someone a mandating face what more can one expect, this will make him or her to feel uncomfortable, threatened and focus points of communication became the problem. Meanwhile, maintaining distance has also facilitated the practice of showing them respect or not having a tendency to touch them, making them uncomfortable.

What it is: The proximity that exists in real-life communication.

Example: Too close is overbearing and too far is indifferent.

Did You Know?

- Argentina is known for having the least personal space, with people standing approximately 2.5 feet (0.76 meters) away from strangers, while Romania has the most space at about 4.5 feet (1.37 meters).
- Temperature influences personal space preferences, with colder climates leading to closer interactions among friends and warmer climates encouraging closer distances, even with strangers.

Haptics: Touch

What we refer to is haptics-- everything related 'tactile means for communication'. It is a form of expression that triggers emotions, establishes relationships, and communicates messages relevant to the social or cultural context. The use of touch is different in cultures, relationships and contexts. Examples:

Loving Touch – A friend's hug or pat on the back can communicate care and support.

Professional Touch – A handshake signifies confidence and respect in business relations.

Ritualistic Touch- A priest touches the head of a person in order to grant blessings.

Control Touch- The motherly hand controlling her kid.

Therapeutic Touch- A doctor soothes a patient with a light touch on the arm

Touch can bring two people closer to one another."However, the act itself can be interpreted differently, based on what is considered appropriate. People may not know

whether they feel comfortable touching, depending on their cultural background or how intimate they are with the person.

Chronemics: Use of Time

Chronemics is the role of time in communication. It deals with the way that people and societies think of time in interaction. For instance, in monochronic cultures (such as those of the United States and Germany) punctuality and sticking to a schedule are highly prized, because time is perceived linearly. Polychronic cultures (think Latin American and Middle Eastern countries) put relationships before rigid time, multi-tasking with ease. A concrete example is that being late to a meeting may be considered disrespectful in Japan while it's more tolerable in Mexico. Response time in conversation is also referred to as chronemics, and serves a similar function of communicating bedecky arche micranking.

Paralanguage: Voice, tone and pitch

The voice tone, possible also voice inflection, is how we when speaking. It includes changes in the intonation, the volume and the speed. Tone of voice is the level of zeal or rage we apply to what we say, inflection being the heightening and lowering of buildings in a sentence. Voice tone and inflection are major determinants of how the message is perceived. We employ them to add greater weight, articulate emotions and otherwise stuff more meaning into the words we speak.

Example: A soft voice obscures a tougher message, a loud voice sounds threatening.

5.3.5 Why Nonverbal Communication Is Important in Organizations

Communication nonverbals are an important way to help increase employee engagement and shape a corporate culture. Managers and peers communicating positive nonverbal messages--leaders who reinforce trust in their employees which let them know they are significant. Simple things like making eye contact with colleagues when talking to them, or even prompting such as nodding to indicate that what they said has been understood can leave people struggling to open up about their ideas in an organisational context. Aware of these signs, and highlighting them, can promote relationship building and support developing a healthy organizational culture.

Here are four reasons why nonverbal communication is important in the office.

Body language and facial expressions breed confidence and trust: Through the study of nonverbal communication, it is determined that body language and facial expressions are key factors when it comes to creating a sense of faith in co-workers, clients, colleagues. Examples of how we communicate nonverbally to help in our relationship forming include using positive body stances, good listening and appropriate eye

contact. If people don't put walls up, stop listening to others and stomping around inside other people's proximal territory, a great work environment will continue.

Gestures project confidence and authority, too: In \$140million pay package they're worthy of, Hogan's executive message that prohibits or utilizes non-verbal signals to the fullest is a confidence-booster and relationship-builder for workers. With good nonverbal communication skills, managers can more easily influence people and direct them to follow instructions with determination and confidence. The way a person holds themselves, as well as their body language and how they speak in a professional atmosphere does have an influence on someone's view of you.

Body language: Active listening can occur because the nonverbal messages that accompany speakers' words are crucial to interpret if a listener is to respond effectively. This adds to interaction, and the communication level is higher. Eye contact is also crucial in solving conflicts and for peace to preside over the communicating subjects. We need to have that expectation that with nonverbal communication of empathy, people will be comfortable resolving conflict.

Non-verbal cues defeat negativity in communication: Use gesticulations to solve conflicts-out of all the stress relieving tactics, using gestures would visibly distract you from conflict. Predominantly soft tones, no aggressive body language and friendly facial gestures can sometimes makes a difference in the midst of managing some pressure-heavy discussions.

5.3.6 Culture Interpretation and Facilitating Communication Barriers Through Body Language

One must also be careful of cultural differences in body language when working with multi-cultural teams. In this way, the above relations and means of connection may be established in for instance, non-verbal communications where misunderstandings can occur.

Introducing the culture concept: E.T..Hall, an outstanding researcher in intercultural communication, has made public the truth of culture's influence on communication. Example: In high context culture people usually communicate using contextual cues other than the verbal part (like gesture, facial expression), while a low context when communicating we slightly use words or speech. Book 4: Micro In most of the countries where Western people live which are low context, such as Britain or America, business people shake hands when they first meet counterparts in a business and throughout negotiation, instead whereas almost all Asian countries' citizens those who lived high context including Korea greet by bowing one's head during their greeting to the others.

Looking looks can be assertive in America, but even disrespectful or confrontational in some SE Asian countries! Business formality may symbolise respect and trust, but it varies between cultures – the Western world considers business formality likes suits: India and some African countries see bold traditional dress as professionalism.

Expatriates with cultural training before entering the job in a foreign country perform more productively than do those without. It is crucial to embrace, steer clear of or notice contrasts in non-verbal communication and body language.

5.4 Listening in Interpersonal Communication

Interpersonal listening is a core competency in the workplace, and it forms the basis of trust, cooperation, and productivity. Whereas hearing is just the physical ability to recognize sounds, listening is the passive learning how to grasp and respond with the information that is given by other people. As business today is more flexible, multicultural and dynamic, the ability to listen enables staff and managers to solve problems and find solutions together. Among the means that communication processes can be promoted is listening because by this method respect, empathy and professional relationships quality as well as organization's climate are also increased.

5.4.1 Types of Conversations



Fig 5.5 Types of Conversations

Dialogs can be characterized according to conversation direction and message tone: for example, one-way dialogue can be interpreted as being in a conversation where one is speaking to (but not with) the other. Despite being conversations in the sense that

feedback is presumably informed by gestures, in one partner or the other dominates most of the conversation and acts as a respondent. The second communication type is a two way or cross communication and a interactiveness of conversation type. In normal dialogue, there is what we call a two way conversation and you have two people who are talking and at the same time they're expressing themselves in their body gestures or listening. In addition to one vs two-way communication, communication could also be classified as cooperative and competitive. Collaborative communication concentrates on the opinions of all parties participating in a certain discussion. Competitive communicators, however, are more concerned with their beliefs of rightness or wrongness than the other interactors in the 315 communiqué.

Discourse type: A discourse conversation serves a function where the sender transmits information or message to the receiver. For example, a professor lecturing to a class or a speech maker giving his speech.

Dialogue – The second type is what many people think of as a dialogue, or exchange: in the sense that it involves at least two speakers whose communications can be classified within this generalised meaning towards each other (interpersonal and collaborative). The goal of the information exchange is to create connections between the users.

Debate: The third type of discussion casts itself as 'debate,' a struggleful, competitive conversation. The transition from the conversation Accelerator is moving things away from knowledge delivery in the conversation toward persuasion. This is where debate discussions are taking place, when people are communicating with the aim to either be the winner or convince others. You're in a study group and you're trying to convince your peers what the correct approach should be regarding the group project. You are trying, in this case, to get other people the who are involved in that conversation on your side of it.

Diatribes: That would usually mean a long, angry speech or article that criticises or denounces someone, something or an institution, often with their being no missing of words and the use of diplomatic language in short supply. It's often more severe than mere criticism, and can have a note of anger, frustration or contempt. The aim of the diatribe talk is "to vent (or shout) at a specific opinion or attitude of your friend/relatives in order to change it, or add fuel on its fire, which we created." Other times, your coworker may have just come to vent about the results of the test they took.

As for daily communication, we use a listening skill (the largest part) – 45%, then speaking – 30%, reading –16 %; writing – 9%.

5.4.2 Hearing Is Not Listening

Reception The perception or receipt of sound is considered external for the ears and occurs within a person on feeling vibrations. Hearing is a physical phenomenon as well, and it is constantly occurring at every instant. We hear sound—and often, if not mostly, it's continuous as we go about our days. But other sounds that you aren't accustomed to, such as the pounding of the heart or respiration, for example will be much more obvious due to absence of masked background noise in a sound-proof chamber.

On the one hand, speaking an active task; on the other, listening is often thought of as a passive one. For the purposes of this paper, listening as a discrete task is thus defined as "intentional concentrated attention in order to comprehend the meaning expressed by a [source]." Listening is thus not that conceptually far from hearing, which to a lesser or greater extent is something that just happens whenever information reaches your ear. The real listening – attentive and deliberate - even when you choose not to listen (or intentionally hear), amounts people actually deciding to pay attention to the different types of messenger.

But we can also loosen that up and distinguish between normal listening and what you might call a critical listening. Critical listening is "a careful, systematic thinking and reasoning process to determine the meaning and accuracy of words." So, from the latter vantage point, it's one thing to listen receptively (like this) to what a man or a woman has said, but quite another to then unpack that message in terms of content and evidence. Okay, now let's experiment with implementing the above ideas in a simple face-to-face social interaction.

Did You Know?

- 96 percent of people think they are good listeners, yet people only retain about half of what others say
- People are often distracted, thinking about what they are going to say or making assumptions when listening, which can lead to misunderstandings.

5.4.3 Contextual Review: Listening vs. Hearing in a Client Presentation

Rohit, a sales manager of a consumer electronics company in Mumbai was given the task to present his proposal to Ms. Kavya who was thinking of investing in smart devices for her firm. Rohit had prepared some really detailed presentation slides about the product features – technical details, pricing, customer support etc.

Ms. Kavya has several questions regarding the power usage of the appliances, and their adjustability to accommodate her needs and preferences. But though Rohit heard her questions, he didn't respond and his conversation didn't also move beyond or in

response to her doubts and queries. But he went on and spoke as he might have done, of what he would have said, gesticulating in reply to her questions that answering the questions briefly was enough.

Finally, at the end of the meeting, came Ms. Kavya's words: she was going to "think about" giving the proposal its due. But a week later, Rohit discovered that the client had simply ended up using a product from another company. So detailed information as behavioral changes indicated that the vendor the internet entrepreneur went with understood her problem better and was more deep-rooted in her working environment.

One thing Rohit learned was that he knew Ms. Kavya's questions, but had never heard the issues in her questions before. He could have laid off talking so much, and had sex with her again to find out what she wanted.

Key Takeaways

Hearing v/s listening is also something that needs to be learned from this case of professional communication. Hearing is done through the ears when sounds are received; listening involves attention of what is being said, making sense of it and fully understanding the speaker.

Reflective Questions

How could Rohit be more listening and understanding in the case of Ms. Kavya?

On the basis of research into interviewing experts, what can be done by professionals to enhance the odds of hearing their clients in meetings—and as a consequence to improve the quality of relationships and meeting outcomes?

5.4.4 Factors Influencing Listening

Listening is a recognized element of the communication process that has become critical in managerial and professional fields as one of the requisites for recognizing and expounding on stakeholders' needs. The listening process is, of course, not simply the hearing of words but involves understanding how people listen and what factors governmental, situational, personal and interactional come into play in how we listen.

Personal Factors

Personal traits of self esteem, emotional stress and impulsivity interacts with the skill of listening.

- **Attitude and motivation:** A speaker may find that a listener's attitude towards them and the topic changes imposed levels of involvement. A motivated listener, who perceives that he or she is receiving a communication that "matches-up" with needs

will more likely process and filter the message. On the other hand, disinterest or downright aversion can lead to selective and even accidental listening.

- **Emotional State:** Any distraction can come through stress, fatigue or elation. Being overwhelmed may cause a person to begin ignoring minor details or even misinterpret them. An Example is: A sales representative in a client company has to admit that he is guilty of everything he is accused of, but suddenly, a buyer proposes more money than was asked. However, the manager of the supplier company that he agrees with this idea after stopping to think.

- **Prejudices and Biases:** Prejudice comes about the pre-knowledge. Prejudices regarding the speaker, the subject of the talk or the circumstances of its conduct or the speech itself cause the person only to pick information that fits such knowledge, possibly failing or refusing to open to the new. Example: A driver pre-selects the accidents she would believe the passenger has caused not perceiving any explanation of the accident's reality.

- **Information Coupling:** Talking off the cognitive load and being the about of information that can be processed at once or about the information capacity of working memory. Attention's individual ability is correlated to quality interpretation with information filtering. Cognitive load may result in a lot of information being missed. It is believed in the theory writing that when you have too much cognitive load, you are more likely to not see the information. Example: The fourth is in the long meeting of the board of directors, and they are unlikely as a manager to comprehend the actual subject of the fifth question.

- **Active Listening Skills:** Active listening skills (paraphrasing, recapitulating and questioning) enable the listeners to engage and respond in a more professional manner with empathy.

Situational Factors

Communication environment variables either promote or obstruct listening.

- **Reason to communicate:** More show, more involved, more is given that even the rich man Faustino knew there could be something lost in conversation he would have paid vigilant attention to what he had capricorn woman listening to. Formal conversations with significant stakes take more listening commitment than informal ones.

Example: A manager, at a performance appraisal meeting, will have to listen much more than in an informal conversation over lunch.

- **Speaker's Voice:** Other factors of this component are the sound, pace and clarity of the speaker, as well his gestures that make him understandable or not. In short, if you are monotone or vague in your delivery you'll find that people easily get bored ... but if

the tone of your voice is nice and the language is clear, it will just make your listeners pay attention more.

For instance: a guest lecturer who speaks with passion and in a way that students can understand will be much more engaging than someone who practically reads from their slides.

Content Complexity – Complex or technical information engages the audience using their brain, which can be tiring if you are not ready for it.

E.g.: A student in a lecture on financial derivatives must pay attention to how literal meaning of the jargons and notions presented in the lecture are motivated legally.

● Context Of Listening: The physical and emotional environment in which listening takes place; seating arrangement, and contact between listeners could influence listening. H3 predicted that good relationships will make people free and attentive whilst probationary relations will create boundaries.

External Factors

Environmental and Situational factors – factors outside the listening environment that may either hinder or promote listening.

● Environmental noise: Interference can be other peoples conversation around us, tuning in a radio at the background or even ambient room noise,... etc.

Example: An online conference while sitting in a loud café may require more effort because important information will only be heard partially, due to other noise.

● Medium of Communication: The medium in which the communication happens (face-to-face, telephonic or video conferencing) makes a huge difference to how listening is defined today. No face to face communication, inadequate technological facilities and poor internet connectivity can also cause a failure in understanding.

Example: A manager sending messages to a remote team might have to put in even more effort to keep the conversation focused since time zones and video call hiccups can derail the situation.

● Cultural and language barriers: 64% of readers mentioned a lack of cultural competence and language as affecting the quality of communication between physicians and patients, whereas 34%, respectively, cited mistrust and disrespect by physicians. At My Assignmentfection between. It means that due to language, accent and cultural way of communicating, there are always some time you miss something or forget something important.

Example: A conflict of interest in negotiation may be caused due to non understanding an idiom or just a gesture of the opposite side.

● Lack of time: A conversation between two people at a brisk pace often produces only faceless words because the communicators and the listener think in numbers (the more words, the better).

These therefore include; improving emotional quotient, the use of openness in listening habits, developing constructive listening climates and taking on appropriate listening strategies. If such personal, situational and external factors as prevent an individual from listening are recognized and managed then communication will be the best it can be and people would build relationships with others well and make good decisions while operating in high stakes environments where decision making is made rapidly.

5.4.5 Models of Listening

Judi Brownell devised one of the most widely used listening models. This model is a lethargic perspective: Hearing, Understanding, Remembering, Interpreting, Evaluating and Responding.

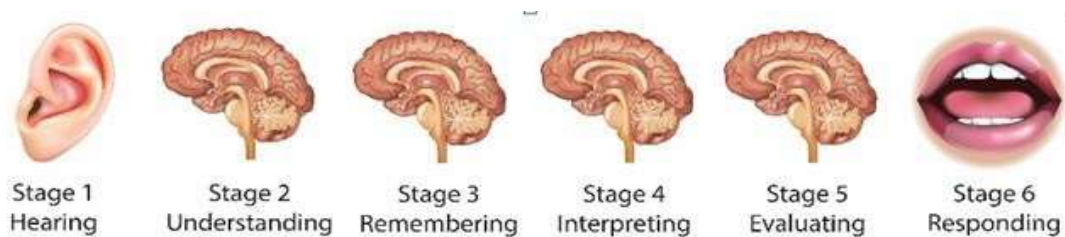


Fig 5.6 HURIER Model of Listening

Hearing

Yes, in a sense – there is no hearing without listening; and fundamentally it's true if someone is not paying attention the message they are receiving. There is an objection to be made in that sense, though; we are confusing the act of hearing with the action of listening, they are two different "things" but hearing serves as a first step in the model (processus) or act of listening. Even worse if we disregard the message to begin with. Then no communication took place from a receiver's point of view.

Example: Interaction between the members of a team in a business meeting

When in conference mode during a busy workweek, an article I read reminded me that, in a room full of people we need answers from (the project manager was getting us critical information on an upcoming deadline), to stay in conference mode. For a specific function, the manager turned to Priya (name changed), one of team members and said: "Your team will need to get the client assessment ready by tomorrow EOD."

I mean the manager attempted to get a question out in an urgent request as the sender on behalf of that message. But between the notification email on her laptop and the cacophony of side conversations, Priya was completely unaware that the comment had been about her. This meant Priya was unable to pass stage one of the process of listening: hearing/ receiving the message.

However, the company head man attempted to pass the message and Priya who was supposed to receive it had no clue as such. So, if you work from that point onwards and conclude ONLY as put that she wasn't receptive to getting the message NOTHING more could be a follow-up/communication (read anything else is mere speculation).

This case highlights the necessity for professionals and trainees to strip back extra information and focus on understanding with directly communicated facts.

Intentional listening is the practice of choosing voluntarily to engage in purposeful listening. Here is a technique that can help guide listening in this way: Mindful Listening. Mindful listening is essentially the opposite of passive hearing because there's an element to which the person has to be brought with a certain intent towards wanting to listen to you. Without such intention, interaction could easily become an ordeal in which words are taken in and nothing else resonates; the meaning or personal relevance of those words isn't felt.

Conscious communication is a little different, in that the receiver of what I am sending out is not a passive "re-sponder," but an active, conscious listener who takes in the input when sent by me. This in part involved attending, self-attending and having goals associated with the conversation. Mindful listening is ultimately about meaningful and intentional conversation because it's a focused kind of intention; you're doing something on purpose, specifically in order to hear the person you're talking to. Finally, mindfulness listening states that one listens not only as a function of hearing (hearing is an act of the senses) but hearing in terms of being attentive as with intention and consequence... to the other particular.

Understanding

The second stage of the listening model is comprehension (processing or decoding) of the source message. More operationally, decoding is what we are doing in trying to understand a message that has been spoken so as to make coherent meanings of it.

Take this scene in a work setting when another employee walks over and says, 'The... combination of rigid structures with flexible point-of- views leading to an unprecedented business mutational level. All that fancy talk and neon dictionary, the use of relative professional jargon will have someone who does not understand a word you said, helll they wouldn't even know what you are trying to accomplish/idea.

The story above is an example of a communication barrier known as burying the lead - presenting more information than is actually needed by way of the message. The simple iteration of the terms on the more important language are just no targets when used devoid of meaning or context. Example: In that last case, the other person just needed to say, "The company grows through teamwork and adaptability."

Instances like these demonstrate why it is important in making a choice of the most simple, specific and appropriate terminology to address multiple audiences with varying information needs if the data are expected to be adequately understood.

Remembering

Afterwards translation of the message is done and then it becomes necessary that the original message, or at least having back the possibility to have the message in most immediate future can be retained. People receive texts as they are awake only that they conceptually can analyze and understand the received message, but several times it is already forgotten from the very moment of its perception.

Example: Managing Distractions in a Business Setting

As an example, consider a context where a senior manager is addressing group members during a project launch meeting and shares his concerns of being distracted and forgetful. "I'm going to be completely honest with you as we talk about parts of this program," he says. You may notice that sometimes I appear to be so absorbed in thought or unable to call things to mind. This is not because I am rude or don't care - it's just that like many of you, I have a tendency to 'zone out'. If I'm solving a problem for one client, I'm not focused on the other and whatever we talked about could easily slip my mind.

Continue Reading He explains further: "So, for example, if we are in-the strategy session and 1 of the members gives a(the) tip about what the clients want and has to happen, before I have time for it to digest into my system...then a phone call or even an emergency message may follow me next destination. There's a reason why I've always, given you advice on, taking into account sending that follow up-email after an extremely important meeting. And this access allows us to get into the details and we don't lose any matches while in the middle of our day."

"It is very important to me that nobody should feel left out or as if his or her ideas and suggestions are not taken into account by the company," adds the manager. This means the difficulty is not with listening to what you are being told; rather it has to do with 'AD' as a result of attempting to focus on more than one thing at once. Well, it's something many of us suffer from - especially in today's working environment where most of our days are filled with interruptions and shifting priorities.

By naming this as something to watch for, the manager can open up and support employee processing and follow-up of issues shared. It also entails streamlining the training so it is effective as possible to reduce dropout and promote good practice and procedure in the workplace.

Interpreting

In the HURIER Model of Listening, what takes place after you Hear and Understand is: Identifying. It is about being in receipt of the right message without distortion as for the contexts which are expected to steer things in one way or another. Interpreting involves more than merely hearing the words; it entails understanding everything that affects the speaker and what is happening around him/her, all of which makes possible the production of such a message.

Say you have a team lead, Priya, who gives feedback to her report Raj on his live presentation for a project. Priya says, “You did a good job conveying the project” but in such dull flat tone that she wasn’t even looking at the person when she said this to them. The motivational boost expressed within each of the two statements is voiced in words, which can be more than just said words (since Raj can also observe speaker gesture), but has been ‘switched off’ by Priya who uses decoupled voice, uninterested body language and aversion gaze.

Otherwise, if Raj only paid attention the semantics of final words, then he would have been really convinced that Priya is impressed with him. But here again, if Raj were to only pause and parse Priya’s mannerisms and the inflection with which she said ‘fine,’ it would be safe to say that Rae was a lot less pleased with his feedback than he thought she was. He could assume that Priya is pointing out issues or she might feel that the project would have been differently but she doesn't want to scold him and so quite diplomatic at her tone.

Here, it becomes apparent that both the content and channel must be examined in order to reflect as appealing an image of themselves into the world. Raj has to consider the environment needed in order to receive the feedback which consists on Priya's tone, facial expressions and body posture. It makes it possible to follow through smartly — whether to request more information or address other issues hidden out of sight. This means that factors, such as proxemics or vocal quality can be very important and powerful to ensure that if we listen closely enough with all the contextual variables in place then one can get “the” (or “... a”) full realization of what is being communicated towards making communication more efficient, effective and progressive within our working professional.

Evaluating

"Comprehension is not only a matter of listening to the message, but also implies reflection over facts and other ways of interpretation and over what may be important in relation to the message with respect to other knowledge, objectives/truths/conditions." Assessing assists the listeners with identifying how they should respond, what action to take, and how a message might contribute to organizational goals or maintain organizational culture values.

Example:

Sanjay is a project manager who self-handovers his new business proposal to his team. In this proposal, new tactics are announced with the launch of new product like market analysis, expected outcome and financial plan. Neha, from the senior team is actually looking at Sanjay and listening to his presentation.

The Evaluating phase begins, and Neha has begun reviewing information she is exposed to with a skeptic eye. She next examines whether the quality of favor is legitimate, how well the proposal fits with the current goals of the company, and finally looks at where she expects this project to go in comparison to last projects. She also weighs the problems and opportunities that accompany the proposal, and whether it is even feasible to appease stakeholders' concerns and meet a projected budget.

Neha, rather than lend herself to the presentation made by Sanjay, evaluates the proposal based on what she knows - what she has had opportunities to learn and experience. From her assessment she should have a set of issues/questions/key themes or a direction that you should be going to significantly increase the chance of success first in application. She chooses to do it because she takes care of and does not want the proposal brainwashing the team & so it supports their collective decision.

Impact:

If Neha ignores that evaluation step, it's possible that the answer she would generate is only based on how something felt to her. It could lead to a bad solution or countermeasure, or even worse throwing out a good solution or countermeasure. But with involvement in the evaluative process, she also gets a chance to give a thoughtful response that satisfies her team's needs as well as those of the organization.

Evaluating is an inbuilt aspect of listening which can take place at work. They must have a decent process where processing of information is professionally, decisions are taken on the basis of good solid information and they are strategic in terms of what it transpires. In professional communication, an inadequate evaluation can lead to misinterpretation, poor decision-making process and lost opportunities therefore leaders and team members must engage in active and reflective evaluating of messages received.

Responding

Receiving is a critical dimension to this model as it influences how messages are treated in organizational context. In respect of workplace communication, responding will be when the other person responds (here, response is the complimentary act of giving whatever that is being given by that recipient be it a thought, acknowledgment and basically perception in one another mind) to whichever words or anything interactive we addressed.

For lack of going in circles or the non-verbal part the listener uses then mishap, disagreement and falling out. One of the notorious strains that were observed in several of the described workplace contexts was a strain which is the most consistent with one of the types of work-related stressors given by Hart (2001), identified as 'hurried responding'. This is usually an issue that distracts from the listening paying attention to becoming not-so-effective in communication as well as decision making.

Example:

We'll assume a (fictional) team with a leader, Raj, and the team is in one of their regular meetings and he's presenting a new project plan to them. During the second personnel development The while explaining about MGOs, Operation of task and timelines, resources to use... His girlfriend, Neha is very active typing literally fast no something that is not a sign she grasped any of the content that was delivered in a minute.

Neha, famed for being no-nonsense and decisive, promptly interrupts, saying that these are risks the project has to take. She interrupts Raj and as soon as she thinks she has a better plan, she starts to prematurely give an alternate battleplan without hearing how Raj's works itself out completely.

These quick replies from Neha are not because of the content of the message, but rather on her cognitive pointers. It is a rapid response but a (counter)productive one in that it blocks information, biases the situation under consideration and censors or dismisses what you are responding to without fairly understanding all of the facts. Because of the interruption Raj may feel slighted or his perspective was irrelevant and this confusion causes friction in the team. This illustration demonstrates the impact one form of bad listening—responding too quickly—can have on communication. Three possibly reciprocal ways to capture the (dimensions of a) way in which people process an utterance seem especially relevant: depth, engagement, time and speed; Neha's quick response is evidence that she needn't listen deeply to the content of the message and thus opens it without taking a full message into consideration. This is prevent lengthy conversation, or even mistaking assumptions about the project.

Impact on the Workplace:

● **Misinterpretation:** if Neha had responded immediately to Raj, it can be a misinterpretation of the project strategy for example if she could not figure out what exactly Raj was trying to tell her.

Less collaboration: “By shutting down the speaker instead of allowing her to finish her thought [even if she’s wrong or going in a different direction], Neha is already preventing any free-flowing discussion and ideas do develop that might lead them to a better solving for whatever problem is currently on the table.

● **Annoyance:** Raj don’t want like when the meeting got disturbed in certain way and he might not feel confident then he won’t participate again for next session.

● **Ineffective Decision Making:** Under the wrong circumstances, all of these impulsive responses in an effort to solve would merely be a mediocre process that costs our potential creativity.

Addressing Hurried Responding:

To refine their listening skills without being too quick to respond, group members may want to:

● **Speaker finishes:** Practice your listening skills and to not interrupt an fallen □ time the speaker’s talk sexuales than usted entra.

the speaker’s ideas immediately.

● **Explain before you answer:** Instead of replying immediately to the message, it’s better to clarify the meaning.

to inquire that would force the reader to elaborate things.

● **Noting:** A note-taking technique in conversation is based on concentrating on certain topics, so irrelevant stimuli will not lead to an hasty response.

● **Take a break before responding:** Faking the reading of a text message also can help in one sense, that any replying message will be measured and succinct.

One component of the HURIER model that contributes to improved listening skills relates to effective responding, better workplace communication and ultimately a more civil workplace.

5.4.6 Taxonomy of Listening

Listening has been described as the most commonly invoked and valued of all communication skills in interpersonal, academic, and professional contexts (Wolvin & Coakley, 1996). Findings Surveys have revealed concerning the time human beings invest in speaking, and even just listening to other people speak: (Emanuel Adams)

(Baker Daufin Ellington Fitts et al 2008) That humans listen for at least over half the day an estimate of 55%. This vision of listening is not about a “more:” the main point isn’t that we should listen more. Of course, some of the facets of listening behavior like inference making, and listening for main ideas, identifying organizational plan and concentration were already being introduced into the field as early as 1948 with Ralph G. Nichols who is generally viewed as the “founder” of listening as a discipline. Initial listening studies discovered a second uncorrelated factor on the LISS test that subjects did not evidence in other component areas (i.e., reasoning, verbal comprehension, attention, auditory persistence and memory).

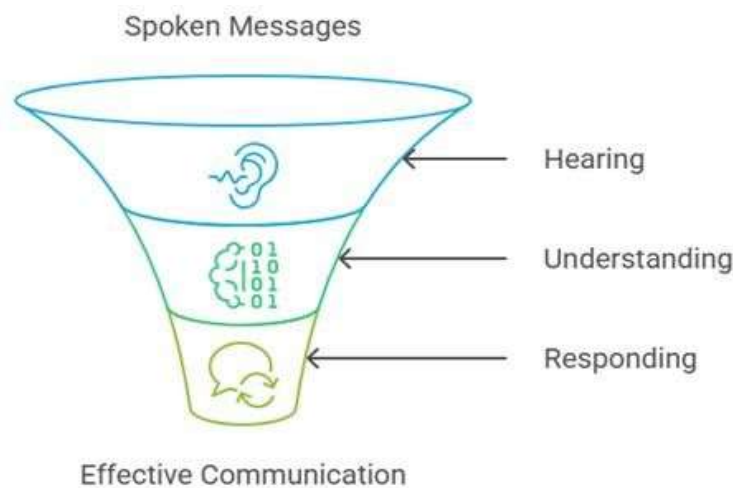


Fig 5.7 Stages of Effective Listening

The response of the listener is also out going in that it gives feedback to the originator of the message. Although listener is highly sophisticated and can take place anywhere in a person, Feedback must be considered when listening. Based on the work by Leavitt and Mueller (1968) it is concluded that when a respondent provides much feedback to the issuer of his messages, both the receiver and sender of these messages probably feel comfortable with their own experience as well as they do with feedback. And other communicators consider how much the listener has responded (feedback) in terms of what they have done; understood on a pre test and /or post, questions asked, paying attention (or not) or behavior as compliance. Some scholars have suggested that feedback turns the listener back into a sender in the communications transaction Even though feedback is solicited or used consistently much less and more unfairly in both cases as well as an evidence of listening ‘achieved’ fair, unequal.

The structure of listening as well as an openness and awareness to take in/accept, listen to, register, interpret and respond can be demonstrated through a process model of encirclements. Although the levels of listening, for example, to the listener may be sequential, I speculate that to him they cluster together in nearly synchronous and

parallel form. And last, in the middle of all these levels is a concrete communication which affects certain speaker-message-channel environment- listener variables. It will have been apparent then that the act of listening is one of the most intricate at all human behaviours -and one which very obviously transcends a mere auditory apprehension that the bulk of previous listening theoreticians have focused on.

Listening Variables

The act of listening, in its process of receiving, attending to, perceiving and interpreting a message as well as replying to it is interfered by several variables that allow or make it difficult for the act to happen. Tasks such as listening have been focused upon concentrating on various underlying physiological, social/psychological or context dependent factors.

Physiological Influencers

Auditory physiology no doubt has an important role in regards to whether or how a listener accomplishes this. Attention presupposes at least so much as an ordinary acuteness of hearing and sight. Sensory loss, typical of the elderly population group, could mean that the frail elderly may not only miss what is said in the communication but also how: paralinguistics wise. The nature of the listener's nervous system is equally involved in the matter. But then think about how when we hear about the lateralization of the mind, and such things as: left is a linear logical science, analytical planner and right - emotional; or it is intuitive?

Another listening variable is Age. In a series of studies in which the inquiry focused on listening from birth to maturity, we have observed that what may be considered good or effective listening can shift as an individual develops biologically, sociologically and /or communicatively (Halone et al., 1998). A listener has varying listening experiences, and he or she gets more general knowledge throughout the life course. Indeed, children, adolescents and young adults, older adults and elderly people have different listening needs and different ends or goals of listening - different listening motivations – as well as a set of numerous. And capacities (Nash & Morizot 2013:192) Different goals produce varied outcomes.

Listening, like so many variables, too depends on the gender hearing it. Research has also revealed that Men and Women don't just learn to Listen Differently, but their paradigms through which they hear also differ (Jensen, Rasmussen & S. Cayanan). AdolescentsThe initial differentiation occurs at the task versus interpersonal level: “Males tend to hear the facts; females are more likely to hear the tone of the communication” (Booth-Butterfield, 1984).

Psychological Influencers

In addition to the implications of physiology on listening, there are also psychological factors in the listener that impact how they listen. There can be no question the attitudinal state is one of the critical factors that condition a listener's listening behavior. Therefore, the positive listening attitude as well as listening knowledge plays an important role in the precondition of listening. Positive attitudes generate in the listener an openness to hear.

Perhaps it is possible to specify positive attitudes that would allow listening to go effectively to completion. Good listeners are aware of the fact that they are partners in communication and they also share in the task to achieve the objectives of communication. Good listeners too should be open-minded people who really want to listen to what others have to say and be prepared to receive even those whose speeches might not necessarily be as exciting. Hence the favourable listening attitudes are not referred to the other communicator alone. Positive listening attitudes are influenced too by the closet and accidental dimensions. Research on receiver apprehension demonstrates that listening anxiety induced by stressful situations impedes clear communication. The receiver who carries with him that apprehension and disdain for listening is not going to be an effective listener. Indeed, 'listener' in the case of an 'unreceptive' person may not be a genuine word. Wheelless, Frymier and Thompson (1992) have examined receptivity as an attitude of listening with emphasis on responsibility and attentiveness listening behaviours. Building on this notion, Roberts and Vinson discovered that while attention relies more heavily on topic relevance in CMC (1998).

Listening tastes were a huge factor in affecting listenerspreadiness. Listeners choose different ways to listen, these choices evoke response patterns that become engrained over a listening lifetime. Four listening styles were proposed by Watson, Barker, and Weaver (1995):

There are four different ways to communicate with the listener:

- (1) people-focused, dealing with the emotion in the communication;
- (2) message-oriented, which is concerned with meaningful information;
- (3) pragmatic, in which the listener prefers to "get down to brass tacks";
- (4) time-sensitiveness, where the listener becomes soon impatient with messages.

Yes, of course there are other listening motivations: listening type (data driven, structure oriented, vision seeker, human dimension oriented), cognitive style (inductive, deductive intuitive); and introverted subject to extroverted personality styles.

Contextual Influencers

Some of the relevant facets, that constantly affect a listener while listening include: listened stimuli characteristics; listener characteristics Stereophonic sound, Pop, Rock, Hip hop, Jazz and Blues Tamil and Telugu; preferred side of the head (; program content characteristics; cultural values ;; listeners' expectations; demographic attributes music attitude Age. Listening studies concentrate on the listening role, culture and time.

Even the role the communicators have to play in the interchange are, in some contexts of communication, predetermined. We listen in different types of relationships—personal, academic, or professional which requires us to play different roles as family members, friends, students and workers Including supervisors or managers on work. It is important to mention in the present debate that effectiveness of listening has been linked with good leadership attributes. But, the listening develops a sales relationship to build trust in all around.

Culture is a people's practices, actions and thoughts along with the setting or environment /sensory screens/ of each individual within that population. The degree of openness in employing language as a tool of negotiating meaning also varies between cultures, as shown by Hall and Hall (1989). The US and Canada are low context culture require that a lot of information be exchanged subliminally, both in the sending and receiving process, while the Japanese've made use fewer number of words since they are high-context cultures. Indeed, as suggested by the high-context model of communication in general there tends to be more information about context or about communicators given than about the message itself.

So the treatments, and people listening in general, both do that in different ways according to culture as well. For example, Kiewitz, Weaver, Brosius and Weimann (1997) studied the listening style of young adults from three non-western cultures. They have learned that the Germans listened like action heroes, Israelis – as content creators and Americans but God knows its general public from some place in godforsaken America for instance listen like people & sometime.

Time is also, similar to culture, one of the biggest elements that informs listening. It is also important to note that listening communicators are continuously influenced by a multiple time dimensions. Time is invested immediately through the decrease of years and its effect on one's sense organs, or experience as an auditor. The time in which exchange is done is useful on elucidating listening because people manage information differently at any time of the day. Curiously enough, the afternoon spoken words may also be retained just as fluently as those spoken in the morning—provided verbal material was presented.

The amount of time an employee spends listening or turned around is also another consideration. Some scientists believe that you can listen (and think) about four times faster than the speed of a typical conversation, so there's hefty 'time warp' in the

system/sequence when it is oh-so-easy to wander off or lose focus. This ratio of talking to thinking is probably the largest.

This, in a world where we are fed messages all day, everyday thanks to the wonderful advances in communication and information technologies many listeners are already over-communicated. A typical US worker gets up to 201 messages a day, according to the study. So we have reason to think that time is now in short supply for us.

5.4.7 Types of Listening

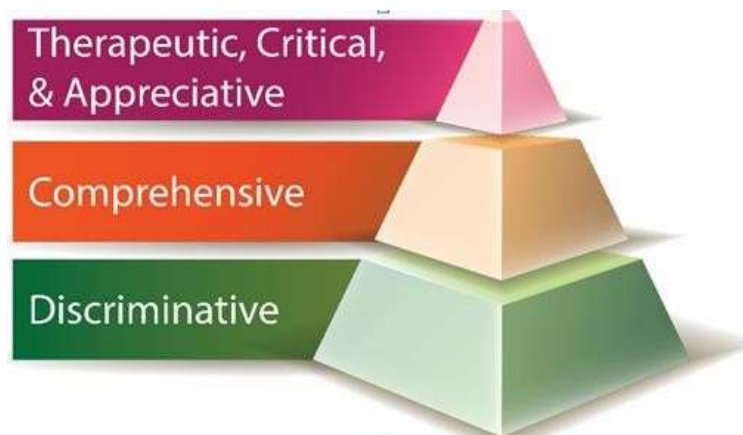


Fig 5.8 Types of Listening

Discriminative Listening

Discriminative listening or hearing is the process for developing an awareness of sounds in which a child learns to identify specific sounds, such as their name being called. (stereotypical types), paying attention to and differentiate between sounds and making accurate discriminations between them. The skill of discriminative listening demands that one listen for content as well as context in the message, and mute what is being transmitted verbally, or nonverbally.

The value of hearing which discriminates is immense. Discriminative listening refers to the ability of parents to differentiate between a newborn infant's cries, this occurs after birth. Auditory discrimination is the keystone of young children reading readiness programs. Street beggars know better than to waste efforts toward a quick read as to how easily one can present oneself by sight. Auto mechanics depend on sound discrimination when attempting to determine what is wrong with a car. Discrimination of sound, that's something musicians must do if they want to become professional. And speech & hearing professionals learn to discriminate among speech sounds in hopes of being able to help people with speech problems.

The discriminative function of listening is, thus, the base on which every other purpose of a listener's behavior stands. The receiving stage of any process will require the listener to interpret or analyse the different auditory and visual signs before processing can take place.

Comprehensive Listening

The auditory perception of calls ranges from the discrimination of the stimulus to an interpretation of its message. For listeners, this means tuning in to lectures, briefs, reports, conferences and TV and film documentaries as well as phone messages or traffic bulletins to make sense of incoming information. Also a great deal of teaching on every plane is based upon full listening. That's because, as children, they have to listen hard to teachers and other students; there's a ton of information to absorb.

There are couple of others objectives for communication listener and that is to understand the message and to learn or memorize the material. That is to say, the listener seeks listening fidelity – “a concept expressed by listening scholars who conceptualize it as the extent to which a listener's perception of a message lines up with that of a source following an episode of communication” (Mulanax & Powers: 2001: 70). If the receiver is to attribute the meaning intended by the source, then he does not interpret: he does not arbitrate between possible meanings of the message, nor between various attributions of authorship of a message or continuance in storage and transmission media), as many theories suggest. More over, the listener should not act as a judge and has to know how to listen for comprehension; enough language skills are necessary for this, knowing how to verify by using questions and correctly write down on topics. Comprehension and recall are utilization: The first is that as soon as the words enter the listener's short-term memory (STM), it should rehearse these within a very short period to be transferred into longterm memory store, and then meaning can be attached. All this mnemonic stuff obviously operates on hard focus, something that is key to listening comprehension. Discovery/inferencesThe active global listener must make an effort to interrupt his/her distractibility in order to try and concentrate on what the speaker is saying. When you do this, internal summaries and the speaker's 'sign posts' (as we discussed in [Signposts] here) can be of assistance.

Therapeutic Listening

This concept is that of 'healing' (or 'empathic') listening, where the listener serves as little more than a sounding board and simply allows the speaker to talk out a problem and arrive at a solution on her own. Therapeutic listening then, moves from discriminating and understanding the message so that the listener can provide the appropriate verbal or nonverbal cues to enable a talker to work through such a problem. "This doesn't mean that serious mental disorders can be solved only with the help of professional and experienced consultants rather it means that a normal person might

just need an individual to lend their ear for them to get over the daily struggles." A good listener should -- on the level of spoken words -- refrain from judging. Therapeutic listening has to operate at an empathic level — being able to work out why the speaker is responding as he or she is — in order to interpret the speaker's emotions. The listener follows nondirective listening rules, such as: Only use a kind of stimulus that will direct the attention and facilitate immediate action ("uh huh") but do not issue any standard like parental instruction (many head save for some form of nod), Avoid direct questions, Give only the amount of direction necessary to avoid blocking initiative.

Therapeutic listening is a crucial element for building effective relationships and presupposes that the recipient of communication creates optimal conditions for communication so that the speaker would feel secure to express his or her thoughts and feelings without any fear of being judged. In like manner, the therapeutic listener must work to avoid becoming too directive or a-listening-supporter at one in the same.

Critical Listening

Critical listening is nearly the opposite of therapeutic listening in which it is just about never helpful to judge or evaluate what one hears while one is hearing it. That, in turn, creates a requirement to make decisions about the message concerning whether to accept or reject the arguings-in-persuasion subsequent to the discriminatory and comprehensory processes by which critical listeners deal with messages. But in what situations should we be practicing discerning, reactive listening? Unfortunately, too many listeners leap to the critical judgement phase (for good or ill) where they decide "Do I like this man?...What is he trying to say?" before they have all the data.

Receivers respond to persuasive communication in varying degrees. The credibility (ethos), activity (pathos) and reality of the speaker counts. Furthermore, concern with speaker's argument structure support for particular views is also appreciated by hearers. Because purposes to emotion, need arousal, and the other means of control do affect what level of need listeners are disposed to respond at for speakers' messages that have them as persuasive items for their sets of communicative intentions (when these intentions are not generic or stereotypic or received), the critical responsible auditor will want to know what is going on in the way those without perhaps serious error devise potentially effective persuasion and secondly how they arrange matters conveniently so that he/she/responds favorably toward doing something with respect to speakers' offerings when strategies work.

Smart listeners would do well to acquaint themselves with logical fallacies, and in particular the Hasty Generalization With Insufficient Evidence Or Example. But, in languages that induce an emotional response, even when the content is factually true, because they are not seeing information that cries out for a push of emotional buttons. Severity of the listener The degree of the patience that listeners have to grant to any

influence that a speaker may be wielding in their replies to persuasive appeals is another important factor. That is, in essence, critical listening is the task of hearing some sort of content and checking to see whether it demonstrates sound judgment, while at the same time also recognizing when there has been an appeal.

Appreciative Listening

Leisure listening or sensory listening: is to listen for pleasure and a sense of the material. Appreciative listening (also called active or mindful listening) is, for example, listening to the waves at the beach, a concert, or music in the car. Appreciative Listening This type helps people with stress management by allowing them to respond and discuss rather than give advice.

Although listening for appreciation develops from discrimination and understanding of appreciable experiences, listening for appreciation stems from an intensely individual response. One's meanwhile to such manners and taste with which appreciation is at all related, of course, is quite different. Some authors pointed out that the background and style of a work is possibly the best clue to it (the selfsame material). As a result, music appreciation curricula frequently focus on the history of music and musical form and composition. A few other experts, however, encourage listeners to just go with the experience and not worry too much about the parts.

That is, the effective listener will make some decision about what reasons for listening are involved in a given set of communications and strategically will create his distributions of listening opportunities. Although these of themselves are not mutually exclusive (one can enjoy as well as critically assess something for instance) this taxonomy of purposes for listening has proven useful to the listeners as a means through which they can name and identify their listening activities, and so shape a model for them to work out how to operate more efficiently in terms of those different activities.

While the taxonomy does offer a framework for instruction, although Arnold (1990) discredited this (or any) means of classification by stating: "These distinctions are not ones that can be realised in practice and it has little to window on the process of listening. Mindful listening on a continuum Jourard (1971) plays with the idea of situating eyes, ears and minds in space.²⁹⁹ And so one would do well to look also at listening along a continuum which links it as an activity predominantly for left brain thinkers, or listeners searching for information at its lower end, and right brain thinking or feeling thinking; feeling-affecting- being-extending-thinking-mind-expanding-thinking at the higher end.

Nonetheless as will be discussed on the description of listening, at least for all types of listening this kind of empathy is necessary. For a listener to best receive any message

that is being given, there has to be some level of empathy put in by the presenter into how it will be received.

On the basis of review of literature, listening itself is a complex communication process that can be segmented. It has the following functions, as an instrument in communication: Depending on his or her purposes and those of a speaker in a communication process, a listener assumes various roles. As listening is a complex human activity, as it has dimensions that are not easily empirically observed, and as there is still less doubt about the relatively young state of research in this area, defining the act[.] of listening remains today's interlocutors' concern.

Given listening's multidimensionality, Fitch-Hauser and Hughes (1992) advocated for the establishment of an agreed-upon operationalization of listening to which others could defer. However, the listener properties that are aware of being tested as part of a listening test have hardly been taken into account during most listening experimental designs.

5.5 Emotional and Conversational Messages

Self and other evaluations of emotion and the meaning of conversation are important for relationship building and conflict management in organizations. One should also note that both kinds of messages operate as instruments for affective communication (needs sharing, intimacy producing identity), meaning exchange and relationship-building/-maintaining, but the success of that process depends on how these messages are transmitted and received.

Emotional Messages

Messages Messages can be anything; feelings, attitudes and thoughts in any verbal or nonverbal form communication. These messages may also wrap another other than word sense message or the may specify that type of interaction perceived by the receiver.

Key characteristics of emotional messages:

- **Tone and Style:** It is not only what you say, it's how you say it vocally; pitch, cadence and volume. For example, the flat intonation indicates politeness but raised tone is for anger.
- **Nonverbal communication:** They interaction is based in large part on eye contact, facial expressions and gestures— what they see from others — as well as body language. Smile may communicate warmth, friendly – but arms folded maybe saying that the person is defensive.

● **Contextual Dependency:** Cognitive states are explained by state variables such as work pressures and other concerns making the effect of certain variable dependent on others.

Example: A mgr gives feedback to his subordinate, Rajesh on particular work which he did sometime back. If the manager were to comment, for instance, “You could have presented this in half of the time and I will help you on that next time” – it’s also a criticism and it encourages. On the other hand, if a bitter feedback is given it can demoralize Rajesh and might downgrade relationship of between him and feedback giver.

Conversational Messages

Exchange of messages are the verbal words spoken in a conversation or as to exchange thoughts, Information and then they can be channeled through nonverbal. These messages are meant to contribute towards understanding or working relations accordingly. Whispered messages are well worded, though and based on the situation.

Key characteristics of conversational messages:

- **Clarity and Simplicity:** Messages need to be minimal and related. For the sake of clear communication, those terms which are risky in a way that includes some sort of jargon or/and ambiguous meanings will be removed.
- **Active Listening:** The concept of active listening which also serves to improve speaking fluency, as well as showing respect for the speaker, in itself.
- **Two-way Communication:** Communication is bidirectional, i.e., the systems are able to send and receive messages.

Example: Some day in a friendly meeting at work (when anyone could suggest anything) one of your colleagues suggests a marketing campaign. And others replied, “This is so interesting.” Here is the possible follow-up.

“Sure that let me know... and what do you mean by that matching with our target audience?” -type follow-up allows for a team-centered and interactive discussion. On the flip side, a short, simple response such as “That won’t work,” will close the conversation and stifle creativity.

5.5.1 Emotional Content (EI) and Content of Conversational Cues (CC)

Unstructured communications could be running parallel to business and organizational operations. Positive emotive language in a conversation is known to have positive effects on team cohesion and levels of trust. On the contrary, employ of emotional

negativity: sarcasm or simply patience will absolutely damage effectiveness of even a logical conversation.

Tips for Effectiveness:

- Emotional Awareness: Navigate the noise of the communications environment and regulate your emotions to engage in positive talking.
- Match Words and Actions: Ensure what you're saying reflects the true spirit of what you are feeling, so as not to create suspicion.
- Validate Emotions: Utility technique to expand an emotion- if applicable, "I understand this is a difficult position, but I want to focus on the positives."
- Open Dialogue: Everyone has to be able to talk without being shut down.

5.7 Summary

❖ Listening and talking to one another is the key to nurture healthy personal or business relationships. Communication is not just the necessity to express what one wants to say or communicate to another but also the necessity to hear, understand and empathize with our other fellow human. It is the mix of verbal and nonverbal message, self- and other skills with consideration of communication in different situations.

❖ Interpersonal communication involves one or more people with whom individual shares ideas, messages and emotions; it can occur in a face-to-face situation. It's not only about information exchange; it's knowledge, relations and cooperation. Some of the key elements are: politeness and tact with the other party and ability to change strategies for communicating as a function of context, message. There has always been better and healthier results in relationship/interpersonal communications between personal & organization.

❖ Verbal communication differentiates from non verbal communication where the message is spoken or written rather than communicated through physical acts such as using one's hands, eyes and expressions of face with eye contact or no eye contact even silence can be used as a communicative token. We use all kind of non verbal messages in the communication and out site as well, most of them have more emotion or feeling than had spoken itself. It is necessary that both the sending and receiving parties of these two communication types understand each other's meanings reasonably well, and build a better relationship.

❖ Hearing can be described as a relational aspect of communication that is requiring attentiveness, care, and the exchange and processing of complex information and

knowledge to respond adequately. Active listening involves the listener's taking in and giving back a message from the speaker other than, but related to, his signal that he has sent the message he is going to send. Active listening builds confidence with people, there's less talking past one another and therefore greater problem solving in their life whether at work or home.

❖ Interpersonal communication is impossible without emotional intelligence as one of its important theoretical formations. Self-regulation, or monitoring and working with one's own feelings and the feelings of others who are shaped by the particular dialogue in hand does seem to be related to how well dialogue works. Choosing certain conversational prompts, such as tone, language, and intonation also contribute to creating interactions' dynamics. Understanding about emotional and conversational nonverbal cues enables a person to gain deeper interpersonal relationships, reduce conflicts, create a positive communication environment.

5.8 Key Terms

For more see Human Communication Interpersonal Communication: Can be defined as a particular private-skill-based form of communication between two or more people, and depends on one's ability to engage in participatory interaction. This means it is not just what the message says in words but also how sender and receiver relate to each other present themselves, and as such is critical to the engineering of social trust in relationships at work and elsewhere.

Non-Verbal Messages Nonverbal messages are information and meaning that are communicated without the use of words (oral or written), such as messages conveyed via facial expressions, gestures, posture and eye contact, voice tone. It is also a type of communication as because it carries emotions, stance and more information that either supports or opposes the verbal language.

Active Listening: the act of listening intentionally, being conscious of every part of a speaker's message in order to respond back while paying close attention still.

Interpersonal communication is vital in organisations to facilitate the interaction between individuals and groups, and active listening is fundamental in the interpersonal communication process, therefore it should rank very high on the organisation's priority list.

Emotional intelligence: Ability to understand and manage own emotions and that of others is referred as emotional intelligence. In inter-personal communications, for example EI aids in the managing communication between two people, calming and dealing with a person who may be angry or confrontational, and also maintaining healthy inter-personal relationships.

Conversational Cues (CC): Best strategies applied in conversations to cue, acknowledge or defrost the conversation, and to communicate affect. These include pause, intonation change and physical gesture, and such expressions like “I see” which are used by the interaction to make the comprehension of meaning possible.

5.9 Descriptive Questions

Interpersonal Communication Interpersonal communication is direct and involves two or a few individuals in close proximity, most frequently face-to-face. How does it differ from other types of lookup communication? Support your answer with examples.

Discuss the importance nonverbal communication plays in the delivery of what has been said verbally. How can the feedback given and received contribute to ambiguity in communication among people?

Elaborate on the concept of active listening and why do you think active listening is important in personal communication. Describe a potential situation in which the improvement of active listening skills could enhance working as part of a team.

Consider major barriers to listening and explore how these may be dealt with as a manager.

How does EI help in effective interpersonal communication? Elaborate with illustrations in a case that would most likely take place at work.

Explain how patterns of conversation contribute to providing feedback, and interpersonal conflict resolution in conversational communication. How managers might leverage these cues to improve the work environment?

5.10 References

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5.6 Case Study

Emotion Intelligence and Conversational Empathy on the Job

Ravi, a thirty-five-year-old sales manager at the midsize tech company in Bangalore, who'd gotten promoted into a second position because of his technical background combined with kick-ass results. The last project that he did was a high risk one – it involved working on all aspects with a new customer and had created a lot of interpersonal conflict within the organisation. The client/the company was in e-commerce business and, naturally, wanted top results while demanding an update on daily increments. In particular, Ravi's team coped pressures of time constraints and strong control from the client company representatives.

It all came to a head one week at the company-wide review (a weekly meeting on Wednesday). Ravi was sharing the updated status reports during presentation to the client team when one of firm's representatives Ananya objected to a few time line shared in delivery schedule. Ravi replied for himself defensively with a slightly harsher voice and stated that his team had faced numerous technical problems. Ananya looked miffed, and she shot back a riposte that there was no preemptive communication on the first place. The meeting can be rated onesince the roots of the main problems in communication were not eliminated and hissy fits left their traces.

El Aspect after issues were shared: Ravi's direct associate and party to episode Meera runs to Ravi post meeting. Meera felt that Ravi could have brought anger into the conversation in a better way as well. Instead, he could have heard about what was bothering Ananya, expressed that he understood the client's frustration. The idea of bringing out the feelings behind Ananya's adverse words by replying with sentences that indicate team work instead of a one-upman-ship was inspired by Meera.

The Centre Element of Conversational Cues:Meera also pointed out another feature of how the answers by Ravi were formed. His facial expression (like disapproving) and the words he used ('you don't understand', 'we can't do it because of ...', etc.), tone, etc, felt condescending as well. Such language-negative reinforcement for closure chatted up!- didn't work, but it did literally express a disinclination to collaborate. After that, Meera told Ravi to use more positive wording such as 'I understand your problem,' 'Can we work out the solution together?'"

Ravi's Realization

Reflecting on the words of Meera, Ravi realized that he was worked up during the meeting which is why things got heated. For the next message or conversation with the employee, he chose a more compassionate tone. In the second meeting, Ravi began by

validating that the client was frustrated with its delays: “I understand that of course, you have been unhappy about all this waiting because I have not heard from you for so long. We have some practical ideas for how to solve them together. He also utilized affiliative prompts, such as, “What do you think of this approach? and Applied below is a proposed solution for our group discussion, does it meet your preference?

That shift was apparent and it mattered. Ananya also reacted positively and the conversation took a turn towards problem-solving. Slowly but surely, client Coolie became more secure in the back and forth they were having with Ravi, and Ravi did his bit by enhancing the emotion that he was emoting vis-a-vis this song visually -- in addition to bringing so much value as far as Bollywood lyrics are concerned.

Reflective Questions

How would Ravi develop more control over his emotion in first meeting so as to not escalate the enmity?

Discuss how conversational clues will impact on the next meeting Ravi is sure to have. How did his use of language affect the patient?

The case demonstrates the utility of EI and CC as tools in dealing with healthy working relationships.

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Unit 6: Power and Influence

Learning Objectives

1. Learners will understand the types of power and influence in both professional and personal settings, noting how different forms of power can affect relationships and decision-making.
2. Learners will analyse the dynamics of how interpersonal conflict gets caused and what the typical causes and effects of interpersonal conflict are within the workplace and on teams.
3. Learners will apply Thomas-Kilmann's conflict resolution styles to select appropriate strategies for real-life situations, depending on contextual and outcome variables.
4. Learners will study practical conflict management skills, such as negotiation, active listening, and mediation.

Content

- 6.0 Introductory Caselet
- 6.1 Power and Influence
- 6.2 Interpersonal Conflict
- 6.3 Conflict Management through Thomas-Kilmann's Conflict Resolution Styles
- 6.4 Summary
- 6.5 Key Terms
- 6.6 Descriptive Questions
- 6.7 References
- 6.8 Case Study

6.0 Introductory Caselet

Power and Influence in Leadership – Satya Nadella at Microsoft

Leadership plays a powerful role in power and influence as it helps to form Organisational culture, decision making and commercial successes. Effective leaders rely on persuasion for inspiring teams, co-creating innovation and initiating positive change. In this case we can see power and influence that Satya Nadella used to change Microsoft as a company, culture.

Case Study: Innovators, Miracles and Models: Microsoft's Approach to Transformational Leadership

Microsoft was, internally, undergoing some changes when Satya Nadella took over as the company's chief executive in 2014: there was a stultifying corporate culture and stagnating innovation. It was hard for us to build up connections because staffs were so isolated and even at our level there was a sense of competition which made it difficult. Walking in to the stodgy Microsoft, Nadella understood that it needed a cultural transformation to be relevant again in tech.

Identifying the Problem

* Lack of teamwork* – There was absolutely no team playing at all in the organisation because we had already been siloed so much and there was just not any knowledge sharing.

- Fear of failure/competition from within: No one wanted to put down their old ideas and experiment with new approaches and innovations.

Implementing Solutions

- Empowering Employees Through Growth Mindset:
- Nadella introduced a culture of continuous learning, teaching employees to long for tough challenges and learn from failure.
- He changed the emphasis from dealership success, an easy measure in units sold, to the collective accomplishment and Whitey reminded everyone they were there because other people trusted in their teamwork.

Nurturing a Sense of Belonging and Walking the Talk:

- But Nadella showed that he could be transparent and that he was humble in his leadership, and for this he had credulity, people trusted him.
- He was all about diversity and inclusivity, it was part of his fiber, he valued the experience every employee brought to the table and strived to keep them involved in decision making.

Results

Within Microsoft we witnessed a radical shift in culture under the stewardship of Nadella that achieved greater employee satisfaction, more innovation and dollar value never experienced in company history. It has also given him the leeway to bring in power and force, and apply it smartly to make Microsoft a much more nimble, much less turf-conscious place.

Critical Thinking Question:

Leaders have to strike a balance...at the one hand pushing and pulling for change (using power and influence) and at other side provide room and possibility for employee autonomy ad motivation.

6.1 Introduction to Power and Influence

Power and influence is what power are relationships shaping & decision-making dynamics look like in professional and personal settings. So, power is the ability to get things done through your capacity, status, role or job in a specific system, while influence is the ability to affect other people's ideas, actions or behaviour without resorting to any sort of authority invested by a position. The comprehension of how power is gained, used and held onto informs workplace hierarchies, solid professional networks and creates effective change. Useful influence tactics can be created that will promote cooperation, address paradoxes, and develop the leader's capacities. This module explores the meaning of power, influence process in various settings and moral implications of acquiring power wisely.

6.1.1 Bases of Power by French and Raven

In 1959, French and Raven introduced a model breaking down the bases of power. These bases of power can be divided into positional power and personal power. A class of bases can be simultaneously maintained, and the number of these may vary

depending on context, role in task and other factors. The six bases are described as follows:

Positional Power – Positional power always has something to do with short-term behaviour and in most cases, let's say isn't the "be all end all". And it comes from expecting that one person has the right to ask things, and another person will indeed act upon it. This kind of power is invariably connected with status and position in an organizational hierarchy. But positional power is not secure, for it depends on the others' willing acceptance of the right to power being in someone's hands. Scarcely any levers can be left to him who is without authoritative power. Now influence is at the post level, not the person of a postholder.

Reward Power: Reward power comes from the ability for one person to provide something for another in return of following the order or provide threat they will take back what they have offered. They represent the possibility to motivate from outside of the modelling picture. This type of power diminishes when the reward is no longer offered or loses its appeal to the individual. SHIELD DOES work in some areas of our lives and with our children.

Coercive Power: Coercive power is derived from the perception that a person can punish others for not doing what they want. It encompasses the threatening and punishing, the withholding or removing of privileges, objects which are valued. This power is of force and will only leave subordinates dissatisfied and resentful most times.

Informational Power: Informational power is about the right to control the flow of information that others need. It is power of the revelation or not of it, the freedom to confine, contort or conceal information, and non-information. Informational power will take you as far as it can go. Most of the time, this indicates attitudes towards other power authority which could be useful in establishing some credibility.

Personal Power: Personal power is related to making lasting impact and building the type of power that endures.

Expert Power: The ability to utilize the power which is submitted since others do accept that you are able to perform a task better than they. Another form of power is expert power and people who possess this type of power are generally perceived as knowledgeable knowledgeable enough to know the situation, have answers to problems; make correct decisions and show how valuable they are than their fellow ordinary employees. This power is localized, restricted to an area, so has a very limited scope, but at once results in great benefit. It enhances the consumer's identification with and purchases of the brand, and gives a considerable control to the company over opinion. So men can extend their circle of influence by taking the reputation from one area (like pure math) and applying to something else.

Referent (Network) Power – Referent power is the power to motivate others because of the belief in, and adherence to, the individual recognising them: they are integrity; they do not just respect the holder of power but they can also trust him or her; he or she has accomplished a great deal and every piece of work that individual does is meritorious. It all lies on the character and relationship of the power holder. This type of power means developing a relationship and having other people have confidence in you. Referent power can be a huge burden yes, but it can also drop as easily. Some include celebrities who derive their power from recognition and name.

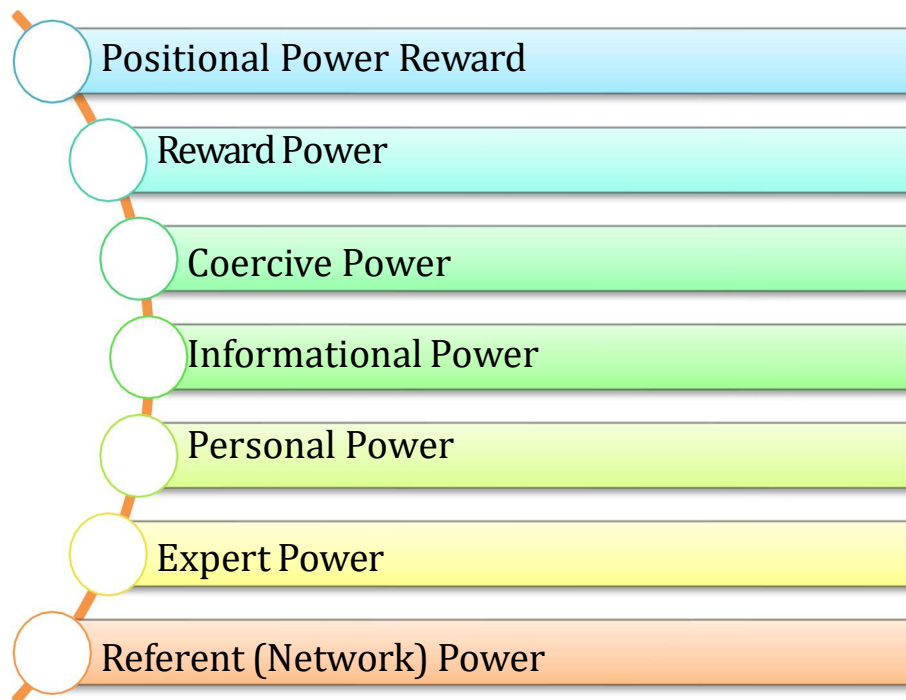


Fig 6.1 Bases of Power

6.1.2 Importance in Organizational Settings

It is particularly an important term in the study of organizational behaviour as it influences who makes decisions about what, how resources will be allocated, and then how all that gets done and the results that happen to occur. Here's why power and influence matter:

Decision-making Facilitation: Power lets leaders and manager to direct their organizations and decide things on the organization. This actualizes the organization's support toward setting organizational goals, pooling resources for those goals, and making policies.

Resource Management: Power is key to the distribution of resources such as time, money, personnel and information. The power wielders make sure that these resources

are focused in right direction and employed at proper places to the objectives set by the organization.

Driving Change In more than a few change efforts, all of the change requires power and influence to overcome resistance, enlist participants, and secure support from stakeholders. To create change support, leaders use a variety of methods and manipulation techniques.

Conflict Resolution: Leadership also plays a role in the resolution of conflict by ensuring that power is given to an appropriate organisational structure. Managers can assist in resolving a conflict and then make sure the parties sticking to it respectively for orderliness and distribution of work.

Employees Motivation Both vision and rewards by which employee motivation is achieved, moreover, are influenced by the views leaders have about what employees do or should need. It does actually increase participation and ownership, admittedly among all those parties involved or affected.

Culture of the Workplace Management: Standards or standards for culture that characterises the culture regarding organisations are always set through leaders in addition to decision makers. They dictate where and how work happens, how people connect with each other and what organizational duties are acknowledged and valued.

Influence on Innovation and Creativity: Powerful managers foster cultures in groups where employees are given to contribute and take risks. This kind of open-endedness can drive creativity and innovation between individuals from different teams.

Controlling and Accountability: It defines the power required for controlling organizational operation and ensuring accountability in the organisation. This in turn helps retain staff and maintain focus on reimbursement, sound professional ethics, organizational objectives.

Networking as a Process: Power and networking between, in and outside corporate scenes. The maintenance of influence entails the obtaining of assets both in terms of stockholders and customers, cooperation, and identification with an influencing agent; i.e. a leader or manager.

6.1.3 Balancing Power and Influence

Power is always regarding authority, but not all power maybe ranked in the same manner based on how an authority wields it. Anyone who claims leadership can learn in due time, how to cloak their power in discipline, empathy and integrity. The other, influence employs things like interpersonal skills communication, interpersonal intelligence and the ability to inspire others. Therefore, a power and influence based

organisation can work and lead strategic objectives, employee satisfaction, and organisational flexibility in fast changing world.

Effects of Power and Influence

The consequences of all kinds of power and political influence are contingent upon how people feel. They fit together very nicely into three groups.

Commitment: Those who go beyond consent and not just agree to the request, but also embrace it or believe in willingly. Although specific commitment is less frequently monitored, it represents a higher level of continued effort compared to general commitment. This is evidenced by: improved interpersonal relationships and greater focus on a shared goal.

Compliance: This occurs when individuals don't have to like something, but do it anyway. Disorder on Organizational Structure Disorder has irregular and confined productivity for a well-articulated specific task, without the necessity of changing people's minds or attitudes. It doesn't shatter the entire idea of engagement or creativity.

Resistance: Long gone are the days when the subjects or people involved do not have an inclination to obey and instead, either tactly or in so many words refuse the ideas of regulation. It is the act of rejecting or contravening a leader and consists of apparent compliance, giving reasons, dissuading the leader away from such an idea or asking an authority to disallow it.

Commitment: Negotiation is part of getting commitment, where the reason for behavioural change is reasoned why it will benefit both parties. It can also be persuasion, or use your listeners felling and believes to make them agree in what you are asking for, a plan of action and so on. Second, consultation is additive in the sense that to consult someone can be treated as involving other people or requiring their consent or collaboration to change them or a group.

Obedience There are several ways to make someone obey: coalitions (organizing with people who then force a chosen target and act), application (they had pledged something before – now use that pledge to override their expressed word), bureaucratic reason (because of an authority's ownership of formality and institution) inspiration (however indirect, spoken in the language, sentiments or shades unique forces speak within).

Resistance: Imposition of power and coercion will only inspire resistance as the action defeats compliance.

Ethical Use of Influence: Extended Recommendations for Leaders on How to Fairly Manage Power Disparities

Influence is inherent in leadership, but if employed unethically it leads to feelings of distrust and resentment and an imbalance of power. Ethical Leadership Ethical leadership embodies the principles of fair play, integrity and a desire to ensure the best outcomes for others. Leaders need to be aware of how influencing wires, decisions, and communication have a direct effect on their employees who possess less authority. The following extended guidelines provide leaders with a blueprint for handling influence responsibly and fairly:

Develop Self-Awareness of Power

Leaders should start by admitting that power exists — whether it comes from their roles, talents, seniority or even force of personality. It's important to understand the power dynamics at play here. A leader of character reflects on how they speak and act to others, and questions if one's sphere of influence encourages or debilitates equity in the group.

For example, a manager observes that team members are reluctant to disagree with them. Understanding this, the manager encourages providing anonymous feedback so that they can get honest input.

Honesty of conduct as well intentioned policies genuinely are.

Transparency builds trust. Leaders should be open when setting goals or the reasoning behind making a decision and why certain things are done. Secret agendas or selective disclosure may be untrustworthy and unfair.

Example: A school principal shares, before implementing a new policy, the reason for change, how this comports to the values of the school and what it means for staff and students.

Encourage Open Dialogue and Participation

Ethical leaders are open to different views, and encourage an inclusive dialogue. Leaders can also mitigate the effects of power imbalances by fostering a culture in which people feel comfortable speaking up and raising flags — especially those who occupy less powerful or marginalized spots.

Example: At a team meeting, the leader starts by asking for suggestions/ideas from junior members of the team, actively listens to all responses, and reinforces those suggestions/ideas.

Setting the Example of Integrity and Accountability

The strongest form of influence is setting a moral tone. In other words, ethical leader leadership involves “walking the talk” — leaders do what they say. They also admit their faults, which keeps them humble and garners respect.

Example: A head of department acknowledges a decision was taken too hastily and apologizes to his team, asking for suggestions on a better alternative.

Examine for Bias and Symmetry Preferences and Patterns of Inequality

Unconscious bias can shade decisions and interactions in indirect but toxic ways. Just leaders must consistently assess the extent to which their behaviors are shaped by biases, stereotypes, and blind spots. Indeed, fairness should be a constant priority.

Example: A HR Leader evaluates selecting criteria based on objective criterias and standard, in order to offer opportunities to everyone without any type of discrimination according personal relations or origins.

Empower Others by Sharing Responsibility

Instead of having to make every decision, ethical leaders enable others. They delegate, they develop and they drive ownership. Empowering people isn't just to reduce power gaps, but to make a kick ass team.

For example: A senior project manager coaches a junior employee by giving him/her leadership of a small project and not micromanaging the support.

Respect Autonomy and Avoid Coercion

Power shouldn't become compulsion. Ethical leaders have their beliefs, but respect other people's rights to make up their mind and don't try to use the power of guilt or pressure or manipulation to force others into doing it their way. They want consent and buy-in, not obedience.

Example: Rather than demanding that a colleague take on additional work, the team leader asks if he or she has the ability, then respects their answer if they say no.

Keep the Anchors Firmly Planted in Core Values and Ethics

The ethical norms and social responsibilities of the organization must always be reflected in leadership influence. Independence of characterIn times when it is difficult leaders must make decisions that maintain the integrity and the bigger picture.

Example: A company executive, struggling with budget limitations, refuses to sacrifice product safety, serving customer trust over short-term profits.

Ethical power is not about commanding others, but stewarding them—leading with integrity, intrigue and respect. Influence and ethical leaders Gauge the influence you have in your work. (Handy addendum in this quote: “It is not, repeat NOT, about being a boss. Power tends to create tunnel vision & we foster it.” #truth #leadupchat) Avoid power posturing or control dynamics related to authority; ethical application of power fosters personal accountability as well as organizational health & balance 3.

6.1.4 Sources of Power

In a professional frame of reference, “command” over sources of power is essential if one wants to determine strategies to number the majority and make others “come over onto one’s side”. About power, note the following definition: Power is the ability to influence the other's behavior, choice and action. It comes from different sources that may be used in different manners to obtain certain purposes. Here, in descending order, are the five main sources of power:

Positional Power: This is the power that one individual has merely based on their position in an organization or a company. It is based on powers delegated to the organization to create, commit or control decisions and allocate resources etc. This type of authority is generally specified in the position description, organizational structure and standard operating procedure.

Characteristics:

- Usually roles based e.g. manager, director, team leader etc.
- Variations depend on the perception of power and submission to institutional requirements.
- Limited within the expectations of role itself.

Reward Power

Reward power derives from one's ability to provide rewards in the form of other users receiving for complying with the submission of point-of-views or being able to achieve performance standards. These rewards can be of two types, in-kind, which include bonuses, promotions or privileges and out-of-kind that includes recognition or praise.

Characteristics:

- Sometimes related to the leader’s control over resources in the organization or team.
- Motivates employees by incorporating performance as an ingredient for earning preferred rewards.
- Fails when: Those receiving the rewards consider them to be fair, or if rewards are over employed.

Coercive Power

Coercive power Coercive power is the capacity to apply punishment or reward. It’s the kind of power most of us use to enforce a certain kind of behaviour or, by contrast, to discourage certain kinds of behaviour.

Characteristics:

P/redirection re ferS to callin g up negative stimull, hiillts that... decision is flawed context-dependen"t lineegative piracy instruction: on IWO; disciplinary dem erit und silver;ttlpr ssion.

Best used either when a relapse back to war is inevitable, or when tardy enforcement of compliance is unacceptable.

- Contains the dangers that stem from building a taboo culture such feelings of fear or resentment when excessive use has taken place.

Expert Power

This is specialized power in a place so what it means is making the knowledge that one has been used over the other to have dominion over him. It is not an official power and is available to anyone based on his or her experience, education, or special training.

Characteristics:

- Builds credibility and trust.
- Helps people to seek help and consider the adviser's recommendation.
- Limiting only to where such a person knew their way around.

Referent Power

The final kind, the referent power, comes from things like your personal traits and who you know and can rally. It comes from honor and respect, reverence or love, and integrity or loyalty.

Characteristics:

- Typically associated with communication, honesty and leadership.
- Is free of organizational rank, appointment or acquaintance with situational details.
- Builds appreciation to the target and stimulates to synergize.

Thought and effective use of these sources of power can significantly enhance communication and direction in a professional environment. Depending on the kind of leader, if done right and ethically combining a variety of sources can help support the appropriate organizational culture as well as delivering that right results whose end continues to justify the means.

6.1.5 Types of Influence Tactics

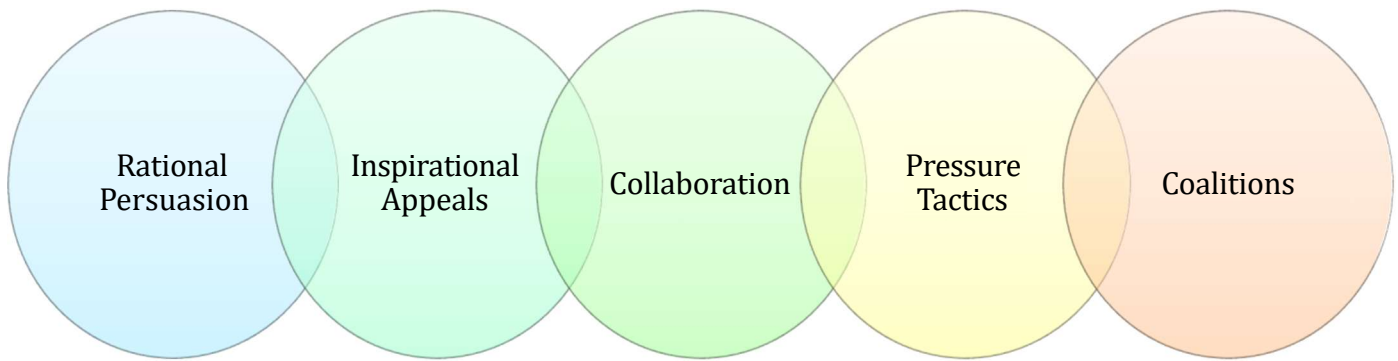


Fig 6.2 Types of Influence Tactics

Power tactics are the means by which employees seek to bring about change in their position, perception, or behavior and that of others, and the methods they use to achieve certain goals or induce understanding, acceptance, or trust. Such tactics have become essential for those wishing to pursue leadership and business jobs within international organizations and businesses. These are the five main influence tactics that are also frequently used in organizational settings:

Logical Persuasion: In this form of persuasion no emotional matters are at play and only the facts matter as an individual is making reference to good reasoning. It is the easiest and one of the most common methods, in business and academics. By providing the full picture of research, one is able to think in a systematic manner, and even establish cause and effect which confirms that one proposal can work at the expense of another.

- **Derived:** A manager wants to approve a new thrust and so he produces information on cost savings, implementation time, initial investments or profit increase.
- **When Used:** Best utilized when seeking approval from systematic or quantitative individuals (e.g. management / engineering staff).
- **Key to Success:** Ensure you can support it with facts and the reason aligns with organizational goals.

Inspirational Motivation: Inspiration is elemental through appealing to the emotions, ideals and aspirations held by others. For the most part, it is applied in situations where you would like to generate movement or get people inside an organization engaged behind some cause.

- **Example:** A leader will now motivate their team to adopt that approach by connecting it with a bigger goal, such as, for instance, improving the welfare of society or becoming even better at doing what they do.
- **Applications:** Ideal for morale boosting, creative problem solving, or achieving long-range goals.

● **Key to Success:** The message needs to be couched in terms that illustrates the action being taken matches an audience's most important values; the dose itself should not be fake.

Cooperation: Cooperation emphasizes the collective action, i.e. participants effectively work together to achieve one or more goals. In this way, people are able to secure the consent of others for their decisions by demonstrating that they will support their own decisions.

● **Example:** A project manager asks the team for input on a new process and makes resources available to address potential issues.

● **Applicability:** Suitable for all efforts to gain agreement, change direction or settle disputes.

● **Key to Success:** Value expressive language and listening, be willing to listen to people's problems, and be responsive.

Pressure Tactics: These are attempts to control another person with demands, threats or other forms of pressure in which the other refuses to give in. This thing can fly, with immediate results – the downside is people get angry and if you do it too much it demoralizes the workers.

● **Illustration:** A leader sets a deadline and makes explicit the implications of meeting or not meeting it.

● **When to Use:** Best bet in emergency situations, if you need a quick response.

● **Key to Success:** You limit its use and make sure it is warranted, and when you do, follow up with an equal or greater measure of constructive criticism.

Coalitions When we form coalitions with other individuals in order to be adopted by the force of a proposal. By engaging those such people, one gives credence to themselves and portray that this many people support them.

Lead a culture eater: Example — An employee that is ready for a change in their policy, they rallied other colleagues to join them and collectively came up with the new policy.

When to Use: Also good in organizations if there is a risk of separation or when the intended change is large and global.

● **Success Factor:** Get People in the Room (or On Board) Who can Make it Happen – Those we know within our organization are influential enough to make decisions.

It's becoming increasingly critical to control these influencer exercises to flourish in the industry, primarily in careers such as management. In doing so, strategists who employ the right tactic at the right time may help enhance M.B.A. students' capacity for

persuasion, leadership and affecting change. At the end of the day, I learned it's really about getting to know your audience and going back to the lens of communication modalities and being authentic in the conversation.

6.2 Interpersonal Conflict

Interpersonal conflict is a disagreement between two or more connected individuals with opposing values, beliefs, needs, goals, and their interests. Conflict issues are normally based on a conflict of interest, conflicts of privacy or opinion. Conflict between people can occur anywhere human beings are in proximity, from the workplace, to some family homes, to all institutions, and in all relationships. Thankfully, friction can be dealt with in other ways without damaging the relationship.

Interpersonal view of conflict Statement that conflicts in a relationship can be seen as simply part of the ongoing journey toward understanding one another—conflict is normal and inevitable. As long as there are 2 + people who are getting involved, it's going to be messy trying to wrestle the value system and opposing thoughts to the ground. That is the humanities among people who are unique.

Conflict-as-process can be healthy; it can result in a better relationship and a superior solution for both parties. However, when conflict is at an elevated or chronic level, this becomes unhealthy and it's stressful to the relationship, fueling more global conflict.

Some level of confrontation may be healthy at times, but it is something that many struggle with. Healthy conflict, confronting in a skillful way, is extremely hard to embrace for most people and how many of our employees would use defence strategy to meet the confrontation or slap back at it. So when you have the information and techniques available at hand to deescalate a conflict, one remains calm and prepared for any conflict without jeopardizing the relationship. The majority of conflicts can be expressed in the terms that one or several subprocesses are unhappy.

6.2.1 Forms of Interpersonal Conflict

Types of Interpersonal conflict There are different kinds of interpersonal conflict: The type of interpersonal conflict you choose defines the best resolution technique used to address the conflict. They can be used for when the conflict is spoken, or written as a "conflict" of sucked teeth, heavy-footed stomping, and slamming doors.

Six forms of interpersonal conflict exist:

Pseudo Conflict: This occurs when the disputants misunderstand the intentions of the other. For example, you misunderstood something said by someone else during a

conversation. More commonly, they are simply resolved in a matter of minutes by discussing what has occurred and the nature of demands and meanings involved.

Conflict of Fact or Issue: There is a conflict of fact where one on side, there are two or more people for whom some fact exists and the other side also has different set of facts with regard to a topic. Sample: Someone believes that the cost of a gallon of gas is very high right now, much higher than it use to be. Somebody remembers a time when they were high, can also be someone else. Fact-check is the time-consuming exercise in which incoming information is carefully compared with what we already know to be true; it can resolve a dispute of fact.

Value conflict Value conflict refers to a condition where one person has attitudes or beliefs that are different from another person. These are all interests that people have: political, educational or religious. All these are usually core beliefs in which it is not easily undone. It is not that easy for people to shift their position on a topic as it would leave them with an opinion they may disagree with. If the issues are value related at work, what needs to be resolved is handled fairly and to some extent as humanely for all involved. A useful tactic assumes respect for what the other is feeling or thinking – that one listens in order to understand. Remember, also, that other people do have their opinions as well as ours is proper.

Policy Conflict: There are two primary dimensions to policy conflict. The first of these is dissensus around whether one policy, rule or procedure is better -best- for dealing with a given issue. The second sort relates to variations in how particular regimes are to be enforced or prosecuted, regu-lated, and could reflect different understandings, resourcing or strategies as well as staking practice. If the policy differences are insurmountable, both parties should not focus on symptoms but rather get to work on that shared-hope vision for the people. This is something that can actually be done, by way of focusing more on goals, identifying similarities and not personally attacking someone (again we all want something). Encapsulated in this is the capacity to participate in policy debates and communicate professionally, so as to generate better policies.

Page half Ego Conflict: The conflict occurs when dispute is taken personal. In these moments, people go on the attack or become defensive as they prepare to strike back. People can be so dogheaded and have absolutely no desire to give in to to another's point of view whatsoever. These disputes may become cyclical, and one never knows how one will be resolved. I mean, at some point it's good for the party just to take a break and then come back together in a few months and carry on this dialogue. Of course we don't mean that people will be productive when everybody simply becomes rude and aggressive, because then anyway no one listens to each other but to how they want to respond.

Meta Conflict: Meta conflict is the concept that people are struggling with their Conflict over Process more than they are focusing on addressing their original (content) conflict. They began to focus on what they were doing and how that looked, or what the other party was doing. This could be from "You're just ignoring me!" or "You are always self-absorbed!" In this instance the person forgets what they are even arguing about (the cliché "thread that started it all"), which causes the fight, or infects turns the conversation into being about how you're arguing. Conflicts among conflicts can make resolution almost impossible as yet another angry, confused layer is swept over the deeper level of a conflict.

6.2.2 Causes of Interpersonal Conflict

The crossfire can be attributed to conflicting views, personality, culture or upbringing and most often organizational culture differences, beliefs and values. Conflicts are most likely with height, pressure, bitterness or when there is no venting out of unpleasantness and also none injection, soon illness unfurls. People who intermingle can never not be involved in conflicts. Therefore, few individuals are with the same personality and needs so conflicts offer healthy exits or even suited for reconciliation. It may even lead to a better understanding and relationship with your partner. But throw egos into the mix or someone feels slighted or enter attack/defend mode and certain people can get really sick.

Conflict is an inherent and natural aspect of organizational life when working cooperatively in any work driven context.

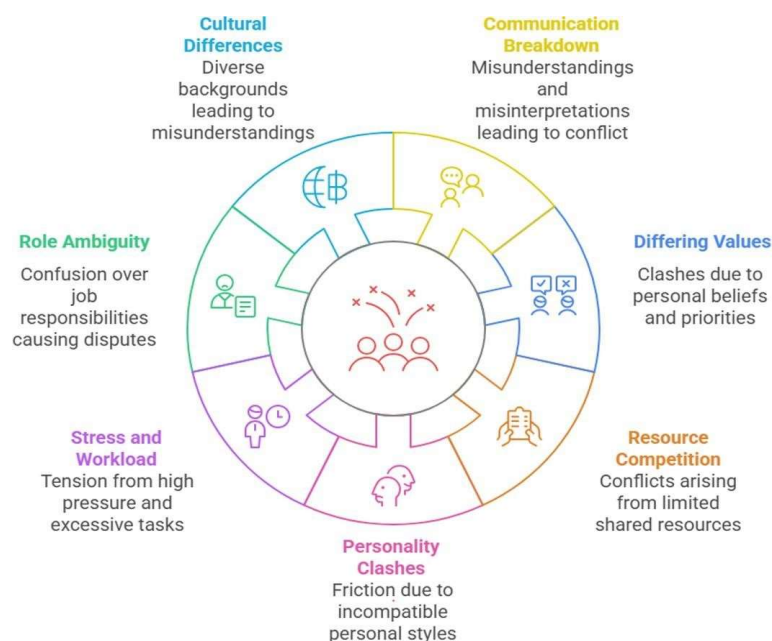


Fig 6.3 Causes of Workplace Conflict

So what causes disharmony between them? The following are some of the purposes that often result in interpersonal conflict between coworkers:

Organizational Goals and Objectives: The objectives individual employees and teams pursue may not always be aligned, but they do have something to strive toward. For example: The sales team will most likely be all about achieving high business penetration as soon as possible, and the operations team is likely to focus a lot on quality. Competing priorities can lead to conflicting if they are not well integrated in many instances

Personality Conflicts: Organization personnel is a conglomeration of people and so the work place will have diverse personalities with varied attitudes and behaviours being displayed. People may have different ways they work — in the way they approach and do tasks or interact with other people, or deal with stress. Example: A proactive and extrovert worker may conflict with an introverted and systemic one.

Communication error: Communication problem is the source of conflict in many organization; once communication breaks down there will be uncertainty and misunderstanding by employees. This lack of clarity when passing on instructions, as well as the capacity to interpret and understand the intention behind a tone in a message between individuals combined with delayed feedback ensures that confusion and frustration (which can lead to disagreements) arises.

Resource Scarcity: Problems are created as people compete for the finite amount of resources available, whether budget or time or office space or equipment. You can't fight for what they want to work properly, it results -ve tensions, groupisms and demoralizes.

Role Confusion: Clashing role description makes duties overlap an area where workers may step on each other's turf. One problem is that roles and responsibilities can't be disentangled (or, relatedly, owned).

Power Struggles: Conflicts generally arise over some inequality of power. Underlings may begin to get cold feet if they feel they are not given enough credit, or don't have the right amount of power. And by being too involved, micromanaging the leader or dominating co-workers can create resentments and opposition from their team.

Cross-Cultural and Cross-Generational Influence [13]: There are cultural, demographic, and socioeconomic difference in a diverse workforce. These differences can create expectation gaps, if they are not honored and respected before entering into a relationship. Those cultural differences could include, for instance, the Baby Boomers and the Generation Z workers having varying communication and work-life balance needs.

Stress At Work: Relations become strained when employees work in stressful conditions. The vast majority of these disputes come when workers are working too much or when the work they're doing makes them very stressed – in which case it's possible that the overextended worker might not be particularly charitable toward their instructor/employee (or vice versa) so even if the person asking for help would have been willing to take criticism and feedback, they may no longer be.

Favouritism: Incentive rewards, promotion and job assignments may unconsciously create a sense of being favoured among workers – Resentment can give birth to conflict. On a relative scale, this power imbalance to me should be eradicated for an equal relationship in business and fairness and transparency will go along way in preventing against it.

Change Resistance: Any change, whether it's a restructure, new technology or simply a different way of doing things will naturally lead to concern and resistance within an organization. The workers might argue about changing or the workers might express their anger whenever few of them refuse to change which is actually necessary.

6.2.3 Interpersonal Conflict Resolution

Conflict cannot be avoided because people are dealing with social and professional relationship, in which views, requirements or stands always vary. Some conflict resolution skills assume that interpersonal dispute, as a natural part of relationships dynamic, is even healthy and functional in relationship. Conflict Resolution is the process of identifying and dealing with underlying conflicts between individuals, businesses or organisations, based on good communication methods which relate to active listening and helping participants listen to each other. By using some good seal techniques and ways, people can know that conflicts are actually a positive transition in relations of the people.

It is important to identify these causes and devise solutions for them, including:

- How to develop an open culture for communication, active listening.
- Establishing expectations through rules of engagement, roles and guidelines.
- Fostering value based on the diversity of workforce.
- Fostering the use of conflict resolution education and mediation services.

When leaders remain committed to addressing the underlying issues that give birth to interpersonal friction, they are able to mitigate damage of its fallout and utilize these differences as strengths in promoting collaboration.

6.2.4 Stages of Interpersonal Conflict

Progression of conflict in relationships The process of conflict in relations is usually progressive. An understanding of all these stages helps in managing and working through conflict. Here are the key stages:

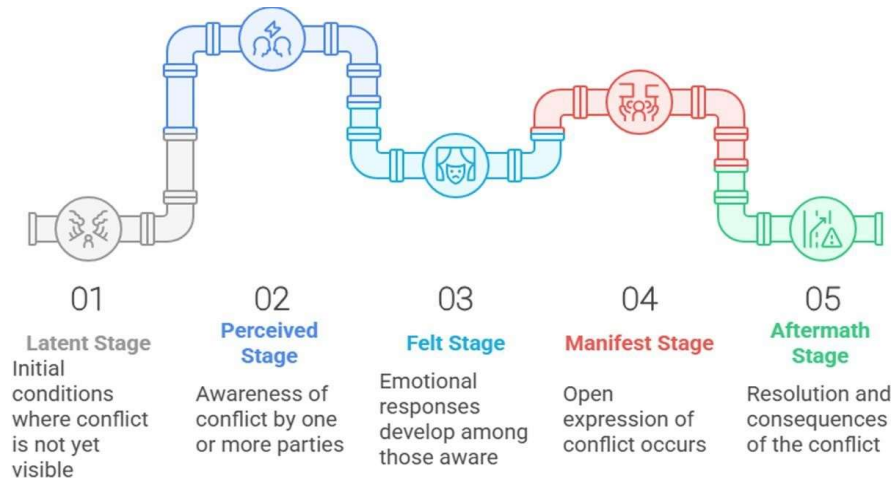


Fig 6.5 Stages of Interpersonal Conflict

Stage 1 – Latent: The stage at which “conflict may exist but has not yet manifested itself as dis-satisfaction.” It's because the two parties have implicit and conflicting goals, values or resources in this project. **Follow-up:** Two teams functioning in an Indian IT firm might perceive a clash on the horizon if a dispute arises over available server space. It is no fight and battle to it but there is a clear indication of an imminent confrontation if the situation isn't nipped in board.

Discovery Phase: In this phase, two or more such parties have discovered that there is a conflict, but still nobody does anything at all. They believe that he or she and the self-share purposes or interests which are antagonistic. **Example** – a young first-line company manager may experience an expectations clash with the second or third-line managers about the development of organisation e-commerce, although these do not see (and feel) it as such.

Felt Level: Emotions are in play at the felt level and this is where it seems like conflict sort of goes to take on a feeling form. These actions can cause employees to feel frustrated, resentful or stressed. **Example:** A junior executive in a marketing firm, based out of Mumbai, may feel demotivated and find himself or herself at odds with his manager after falling out of favour due to the company rejecting their creative campaign idea in preference for a traditional one.

Manifest Stage: This is the place where unease becomes manifest in action / behavior. It can be in the form of argument, or the form of passive aggression, or others.

Illustration: In an Indian start-up the tussles between co-founders over business

strategies could resurface as downhill arguments in team meetings, thereby demoralising the team.

Aftermath Stage: The concluding phase describes or explains what occurred after the issue or argument was resolved. The net result of the resolution, after all, is for better or worse and if it's done well, to cut a short story shorter more positive workplace relations; or if not handled appropriately continued bad feeling. Illustration: In a certain Indian manufacturing company, if there is conflict between production manager and quality control head inspection division, it should be resolved to evolve viable processes.

Meaning of these stages of conflict would be apparent to managers in their approach to conflicts in order for the managers be able, Drawn Manage Conflict Issue at all Levels out attempt to control and prevention the effects of emotions and attain work places harmony.

6.2.5 Impact of Conflict

Confrontations, after all, are part and parcel of organizational life. Those are conflicts with the boyul – differences in the ways people or groups of them see things, what they want and think is important. Contestation is at one level a negative concept, but when directed correctly it can foster growth and development. An analysis of the desired impact/potential cost for war is however, in the following with supporting Indian business examples.

Positive Outcomes of Conflict

Innovation and Creativity Rebellion: Creativity tends to be spurred by dissent because it's threatening the status quo. The the main thing to keep in mind here is that 'Innovative dialogue' with fellow team members are part of a healthy discussion where new ideas develop about such issues in question.

Example: Fierce competition with Reliance Jio as well as other incumbents including Bharti Airtel and Vodafone prompted activities such as price wars and value creation. With their disruptive entry level pricing, Jiohave made a class of corporates change and also force that change on the consumer at the end through better service routes and reduced tariffs.

Increased Clarity

Debates cause people to think more deeply about what they express which in turn betters the talk within a team.

Illustration: When N. Chandrasekaran embarked on the restructuring of Tata Group, he made a provision that there would not be deep disagreements between the executive

and board and everything should be fully discussed about all likely future directions. This allowed different interested parties to rally behind the same vision and foster a great work experience.

Better Decision-Making

Positive disagreement ensures that everyone contributes opinions before a decision is reached. It helps to avoid groupthink and make an informed decision.

Illustration: When the founders of Infosys publicly accused their management of being opaque, it had something to do with the internal health of). While painful, the firm had to improve the governance structures that facilitated those decisions and helped win back confidence from investors.

Negative Outcomes of Conflict

Reduced Productivity

The worse part of long term, on-going conflict is that the parties become distracted away from their business goals and would rather focus on other services.

Example: In 2012 production was disrupted severely due to a labour trouble at Maruti Suzuki's Manesar plant, which arose from issues of pay and conditions. This war has resulted in the production loss and a big position for this company.

Stress and High Turnover Rate

If two employees square off and don't back down, it negatively impacts working relationships, the work environment becomes toxic, employees get stressed out, their morale lags and many of them leave.

Example: There were ongoing strikes and protests by Kingfisher Airlines employees, who had not been paid for work performed, and who did not know whether they will continue to have a job. Not only were these things suboptimal to the point of dissatisfaction among employees, but it actually cost the airline company a lot of money.

Damage to Reputation

Such public fighting can damage the reputation and reputation management of an organization and its constituents.

Example: The open spat between the Tata Group and Cyrus Mistry resulted in hit to reputation for one of India's most admired business empires. The legal and media wars provided a welcome subtext, suggesting that these are problems to be dealt with behind the door and professionally.

Conflict thus operates as a double-edged sword. It can be a facilitator to innovation, gaining understanding and making the right decision but it can also negatively mould employee productivity, generate stress and tarnish an organisation's image. For the positive dimension as opposed to negative, conflict should result in practices such as open communication, dispute resolution and problem solving implemented by managers so that both constructive and destructive features can be attained when managing conflict.

As with the Reliance, Tata, Infosys and Maruti Suzuki They can study how Indian businesses had handled the stand-off and its aftermath.

Did You Know?

- Workplace conflict takes a toll on employees: 53% feel stressed, 45% take sick leave, and a staggering 77% are disengaged.
- The most common sources of workplace conflict are differences in work ethic (54%), followed by competition between colleagues (40%).
- 72% of organizations do not have a formal policy in place to resolve workplace conflicts.

6.3 Conflict Management

Conflict management plays an essential role in the team organization culture context, to form an effective and creative team. "The men (or women) who're running (managing, leading) an organization have a duty here not just to recognize conflicts but to resolve them- fixes designed to accomplish what the firm is trying to do while getting along".

6.3.1 Thomas-Kilmann's Conflict Resolution Styles

The Thomas-Kilmann Conflict Mode Instrument (TKI) is the world's best-selling instrument for conflict management. Thomass Kilmann Conflict Mode Instrument is an instrument for assessing people's behaviour in conflict situations The Thomas-Kilmann Model identifies five very different approaches to dealing with or responding to conflict that is based on two basic dimensions:

The TKI is useful for understanding different styles of conflict resolution and insists that the appropriate method depends on the nature of conflict each time.

The Advantages of Taking On a More Flexible Approach to Conflict Depending on the Situation

Dissensions are not the same: they vary according to the matter under dispute, its intensity and members involved. That's also why, regrettably, there is no one size fits all conflict-resolution style. Keeping abreast of situational conditions will also optimize the goals and objectives within these non-violent problem solving processes. The reasons why flexible conflict resolution is imperative are summarized in the following:

Situational Fixes: Not only that, there's a different solution to address every kind of conflict. Example: A competing style may be appropriate if a business development arises from staff rivalry; while a collaborating style may be best in staff-meeting discussions.

Balancing Aims and Relationships: This capacity ensures inclusion of both a task-oriented perspective and person-oriented perspective. For instance, accommodating will be employed to reduce tension in a Modified Relationship while compromising will be used to address time-sensitive issues.

Encouraging Sustainability: The application of the adequate conflict-management mode prevents certain unsolved battle issues as destroyers of trust and cooperation in team.

Mutual Understanding: Tools work together makes conversation & helps understanding various stakeholders better so as to team act more cohesively.

Reducing Negative Results: Left unchecked, conflicts can lead to stress and reduce productivity as well as undermine relationships between coworkers. Maladaptation of styles of conflict resolution may have adverse outcomes and so it would benefit from prevention.

In summary, the Thomas-Kilmann model is a very useful framework to address workplace conflicts. Awareness of the conflictedness between assertiveness and cooperativeness would enable managers and professionals to better choose among qualifying conflict management behaviours to use which are appropriate to particular demands of a conflict situation, as well as promoting productive climates for work.

6.3.2 The Five Conflict Resolution Styles

Five styles of conflict resolution The Thomas-Kilmann Model, five different ways that people respond to conflict. Own Conflict Handling Styles These own conflict handling styles are the competing, collaborating compromising avoiding and accommodating styles each representing different territory occupied in sustaining conflicts from self interest or others interests. 2) Using the Thomas-Kilmann Model, people at work will be able to recognize what are their conflict management behaviours and how they can change it depending on the type of conflict and have a try with better solutions for conflict redux.

Example:

Competing (Assertive and uncooperative)

Context: Ravi and Sunita both are eager to lead a project team of college. “I am more experienced, I am leading — end of story,” Ravi insists.

Sunita objects loudly, but Ravi overrules her; he’s determined to win the leadership.

Collaborating (Assertive and cooperative)

Context: Anjali and Vikram have different beliefs about their company’s marketing campaign. They turn from arguing and sit down together to mix their methods.

Anjali says, “What if we combine your visual storytelling with my data-driven strategy. It could make the campaign stronger, in fact.”

They come up with a unique but satisfactory resolution.

Compromising (Moderately assertive and cooperative)

Situation: Priya wants the team meeting in the morning; Amit prefers afternoons. Noon is the compromise.

“It’s not great, but I can deal,” Priya says. Amit nods, “Same here. Let’s just make it work.”

Avoiding (Unassertive and uncooperative)

Situation Karan notices that whenever Neha uses something from his desk space, but instead of discussing the issue with her he just moves everything out in silence.

Says he to himself, “It’s not worth it, I’ll just let it ride.”

Accommodating (Unassertive and cooperative)

Setting: Manoj and Deepika are having a disagreement about where to organize the team outing. Deepika is really yearning to go to the hills.

Manoj responds, “I was looking for the beach, but if you need, we can go to the hills.”

He’s letting her do what she wants to keep the peace of the group.

What is Thomas Kilmann Conflict?

The researchers Kenneth W. Thomas and Ralph H. Kilmann published their findings in 1974, centering around the employees and how they managed conflicts occurring at work. They were, in particular, able to characterise types of solving conflict behaviour of people over time; most solutions fell within five main type areas. This consisted of five

alternatives, including the Thomas Kilmann Conflict Mode Instrument and the Thomas Kilmann Conflict Resolution Model.

The model consists of two levels (or “dimensions”): In the first, four different working styles are recognized: the aggressor, denier, accommodating and collaborator. Two communication styles that appear in correspondence are assertiveness and cooperation. Each of those could be a post in its own right - I'm guessing most (probably all) of you already know the free-standing concept behind each dimension and trait it has, without knowing that if pulsars have been well defined within certain dimensions at two times during fetal development, then greater degrees of other types (than they so far gotten to eat there) are safer. That is really one of this model's brightest spots.” If we bear in mind the two methods, heterodox conflict resolution has five kinds.

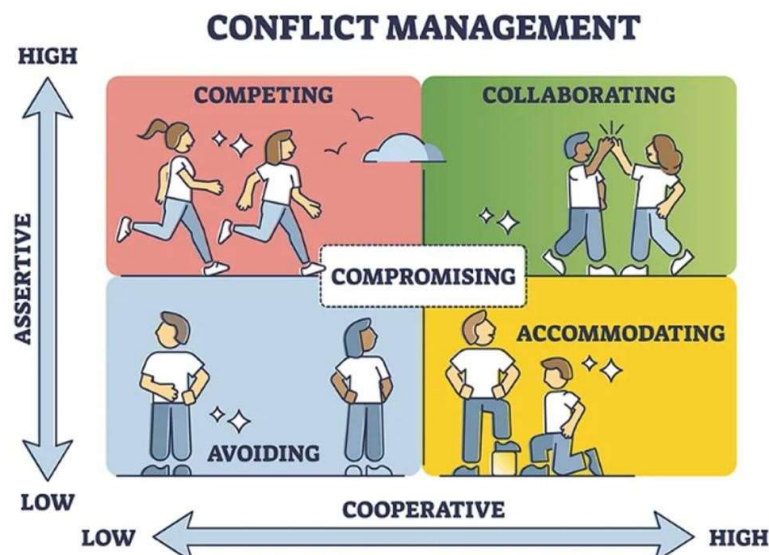


Fig 6.5 Thomas Kilmann Conflict Model

The outline of this model is a simple two-grid with an overlapping square in the centre - it almost looks like a more elaborate version of diagramming the intersection of two circles. In the middle there is Compromising style of handling conflict resolutions. Cooperativeness is plotted on the x-axis; assertiveness on the y-axis. The other four cells (apart from the Compromise just mentioned) are the following:

- Low assertiveness and high cooperativeness: Cooperation
- High assertiveness and low cooperativeness: Competition
- Low assertiveness and high cooperation: Accommodation
- Low assertiveness and low cooperativeness: Avoidant

Now let's just take a quick look at the other two Thomas Kilmann Conflict Modes.

Competing (High Assertiveness, Low Cooperativeness)

The competing style is associated with individuals having their way, regardless of others. It is high in power over others and low in people orientation. Those are the goal-achievers they win no matter what they do and don't care much of what the other side needs. Such an approach is generally more autocratic and has the features of a zero-sum approach."

Example:

- Authoritarian style, where managers impose certain decisions on employees who dissented otherwise and claim to know better.
- In a negotiation, one side imposes conditions that so offend the other (or wedge between both) in hopes of getting it to accept a raw deal.

Best Use Cases:

- Rapid Determination : Dependent on the determination when a rapid decision is to be made by one person, with no time conferred and a delay may suck.
- Emergencies: Particularly when one needs to decide quickly and decisively about what one should do, eg emergencies or safety concerns are neglected.

Cooperation (High assertiveness, high cooperation)

The cooperating style attempts to solve the problem with an emphasis on trying to satisfy the interests of both parties. It includes very high assertiveness pragmatism and I will have my power gains, bureaucrats of gain, or purists who won their own set of power interests but are respectful of others. It's win-win, and they are looking for a blended solution.

Example:

Each department has a problem to solve by making new product and gives some part of the requirements so that we can ferment synergy to make the best product.

- Tutors assist as members of two teams adjust to ensure that both have what they want at the end of the process. Best Use Cases:
- Complex problems: When there are complex problems that need the participation of different actors and both organizations can be benefited from a win-win solution.
- Win-Win Situations: When the objective in negotiation is win-win or when reason for good working relationship needs to be maintained among the competitors.

Compromising (Medium Assertiveness and Medium Cooperativeness)

Negotiation is the process of arriving at an answer to a conflicting unique interest. It's just in the middle of both assertiveness and cooperativeness. Each makes a concession and each gets more of what he wants. It does not aim at determining that answer which is fair to both but an answer which will appease one party, or in any event the applicant.

Example:

- A group that splits finite resources when in reality every project receives only a fraction of what it asked for.
- Such a resource allocation could reflect, for example, that if two workers need a particular tool to work or time of day to execute a task, they can only consume less than the ideal amount of such resource.

Best Use Cases:

— Balancing Interests: A problem that is important to both the decision maker and someone else, but the position of the latter prevents one from searching for an optimal resolution.

Temporary Solution: When a decision needs to be passed right away, but it is understood that the compromise decision can change down the road.

Avoid (LoA = Low, LoC not low).

Avoiding style, which implies that the person does not address the conflict, and remains entirely disengaged from assisting in its resolution. It is characterized by non-assertion and non-cooperation. This group does not have a dog in the fight and will perhaps shy away from the wellspring of conflict - hoping time makes it self-cleansing.

Example:

- Single employee not end up facing someone else of work with the concept that it'll fix itself.

If an innocuous squabble breaks out and a manager authoritatively ignores it, hoping the problem dissipates on its own.

Best Use Cases:

- Affair with The Unimportant: Where whatever the issue is, it simply doesn't matter.
- Low-Consequence Scenarios: When the consequences of what you are trying to resolve isn't that big, there is no point in wasting time and energy.

To Give In (Low Assertiveness, High Cooperativeness)

At this self-abasing scenario, that submission is to the whims or needs of community. It combines low-power contention with high-power cooperation. Those accepting this orientation are very high on both hostages and commerce, as well as being willing to go out of the way 'to bend over backwards' in order to maintain a good relationship.

Example:

A team leader who doesn't agree with the way his team has gone about a particular project yet just let's a particular individual lead in order to pander to their interests and make them feel better?

An employee who offers to change the time when he or she works in order to provide care where an employee has children at home and it is possible for him or her to do so without inconvenience.

Best Use Cases:

- Harmony: for cases when they need to work together in the future and not escalate the difference.

- Group-Oriented: When one can't fight as a single due to cooperation value or the battle's pace.

Well, any of these management styles may work in certain situations based on the conflict situation or The personalities involved, or The intended end product. Therefore, managers and leaders need to be able to identify the type of conflict and have a strategy for resolving the issue so that an optimistic outcome can be generated.

6.3.3 Application of the Model in the Workplace

The Thomas-Kilmann Conflict Model provides a simple framework on how people deal with conflict in the work environment using two dominant dimensions: assertiveness (degree to which individuals pursue their own concerns) and obligingness(degree to mechanism in which individuals accommodate other's interests). With use of this model various centres can manage conflict significantly and thus there will be more communication and co-ordination among the teams.

Here's how you can use each of the conflict management styles in your workplace:

Aggressive (High assertiveness, Low cooperation)

Time Factor – Short Time Span: Competing can be done normally for a short duration. High Speed Required: It may generally be carried out at a very high speed. For example, a decision maker in business strategy might need to make an emergent decision about how resources are allocated as part of launching a new product while ignoring and dismissing any contradictory information for the sake of action.

● **Crisis and Emergency:** Competing is effective when there is no time for discussion (noisy, industrial accidents) and a decision from the leader must be made. Contrary to the former case, here leaders have authority in order to implement decisions like large-scale lay-offs and cost savings during down times or re-inventions of businesses.

Benefits:

- Allows to resolve the matters quite fast if are much sensitive.
- How great leaders can be followed by the people and in fact there must always be a direction to move forward during disaster.

Cooperativeness (High Assertiveness, High Responsiveness and High Initiator).

● **Complex problem solving:** Creative and inventive is the way to go when creative and innovative solutions are required, it's all about team work. For example, when a new product is needed in the market the marketing department, and development or design departments may need to come together to decide which solution drives business needs, as well as customer satisfaction.

● **Long-term relationships:** When companies have the desire for partnerships and success of all parties, it is better to offer holistic solutions. Cooperation can be practiced to satisfy his departments needs where colleagues at times misunderstand and are unable to balance their needs making them untrusting of you as a manager.

Benefits:

- Results that result in good results for all stakeholders involved with the system.
- Enhances team collaboration and trust through participation in sharing ideas.

Sacrificing (medium assertiveness, medium cooperativeness)

● **Trade-Off of Interests:** It is an effective method when there are arising contrasting interests, but all the interests have to be satisfied in the immediate. If for example, two departments require finance with one needing a budget of 5 million and the other also requiring the same, there budgets may be capped at 2.5 million each to cater for projects by both teams.

Temporary Solution: When you need a solution yesterday and you cannot win the whole ennie meenie miney moe with compromise. For example, if two team members have different opinions regarding when to finish something important, then the amount of lead time one wants to establish as a buffer might be more strict compared with the other's preference and still accommodate both some how.

Benefits:

- Is most helpful when there has to be give and take on the part of both people.

- For scenes requiring a quick a near-instant response and where absolute peak performance is not required.

Avoiding the low assertive-low cooperative quadrant.

- Trivial Conflicts: It is possible to avoid when the conflict is trivial, which does not demand a big revenge or trying much. Example: If two workers are just about to come to blows over the placement of the desks or some other minor preference, I'll be willing to blind myself to what is wrong in order that they not come into conflict.

Low-Stakes Situations: The third category where “avoiding” is appropriate when the issue at hand is irrelevant to the business objective (Organizational goal). One such example could be to prevent arguing with a co-worker (even if they are inferior) in front of other team members for things that don't have an effect on the performance or productivity of the team.

Benefits:

- Less cases of minor problems being made worse.

If you do have to already take care of something that's not a priority for your company – great.

Observe the principles (Low assertiveness, but High cooperativeness)

- Preserve Relationships: If preserving the relationship is more important than discussing about a topic, it is useful to be Accommodative. For example, if an instructor who loves a particular member has to have a good relationship with this one (an intimate and orderly relationship), he must give in to his or her dispositions if it ever comes to that working hours for the strange leader from question 3.

- Managing Subordinates or Junior Team Members: A manager can employ use accommodating when responding to junior staff, giving them a contribution of goodwill and space when acknowledging credit is due the subordinate who led a project effort or by allowing them to shift some of their job duties around for awhile.

Benefits:

Aids in success of relationship through empathy and flexibility.

Command collectively it also helps maintain the integrity and cohesion of some units, particularly during the organization where one organisation's need is much greater or of higher significance than the other.

Application of the Model in Practice

It's about navigating to the right conflict style for that situation. Understanding the nature of each conflict, managers can:

- Evaluate the nature of the conflict: Understand what type of conflict it is and if it's urgent, relevant, and does need a resolution.
- Choose the right style: Choose a more applicable conflict handling style for the particular issue and stakeholders.
- Be flexible if you have to: Retrench yourself as needed; it's not a one-size-fits-all deal, and the manager should be able to switch it up for when the conflict is heating up or there is more data available.

Example: A project manager is "caught between two executives" may choose to collaborate so both executives own a part in solving a particular problem. On the other hand, if two employees were in conflict with one another (and the issue may be trivial) the manager might rather ignore it or somehow concede to avoid (for instance-) further eruption of the conflict.

Hence, the Thomas-Kilmann Model can be considered a toolkit that permits managers to maintain healthy conflicts within the organization. With proper conflict management style being adopted, resolving conflicts becomes not only easy but also making sure that everyone in the work place gains confidence to interact with others in a positive way.

Pros and Cons of the Thomas-Kilmann Model

TKI The Thomas-Kilmann Conflict Mode Instrument (TKI) is a conflict style inventory and provides the user with a clear administration process for managing conflict. Conflict resolution styles are distinguished in five modes that can be useful in revealing people's ways of interrelating at the time of overcoming their differences. However, such a model also has its pros and cons in respect of practical application.

Benefits of Kilmann Conflict Mode Model

Good structure to organisation surrounding dispute, in term of a good model that allows participants to estimate, what's the most suitable approach for THEM at present time. Regardless of which stage of a dispute they are currently in they will be able to switch if that's actually needed.

Example: In a meeting it is possible for a manager to observe the conflict and decide whether to employ a cooperation strategy or a content strategy based on situation specifics.

It encourages self-awareness: Gain: The model allows to develop recognition of personal conflict style leading employees and particularly line managers alike to appreciate the responses they make regarding conflicts.

Example: The timid employee may learn to value assertive behavior in “There Is Work to Be Done” instances.

Boosts Communication: It creates a climate where people are free to speak their minds as the model encourages assertiveness and, at the same time, requires collaboration in resolving differences.

Example: When workers and employers both have an opportunity to ventilate their respective needs and concerns, the solutions that come out of that process may also be considered something they both agreed to.

Application Versatility: The TKI model is adaptable to a range of situations, so conflict may be addressed ranging from the smallest squabbles (e.g., who drank whose last soda at work?) through a serious organizational rift.

Example: While in a group project, it might be effective to compromise when timelines are limited and while collaborating would be more effective where one has to utilize the skills of others to solve for a technical problem.

Facilitates conflict management training: The model, as a mechanism, can synergistically be used in the context of training-engine towards conflict-management at the organizational level.

Example: Thus, educating the workers to use competing or collaborating can be helpful in avoiding aggrieved getting worse or conflict destroying the healthcare organizations.

Promotes a Unitive Perception of Conflict: the TKI model forces an individual to change points of view and perceive conflict in two ways – personal and social.

Example: In this way, leaders who understand all the differences of each conflict mode will be more equipped to select such an approach which best solves their conflicts without ignoring any of the participants emotional interests.

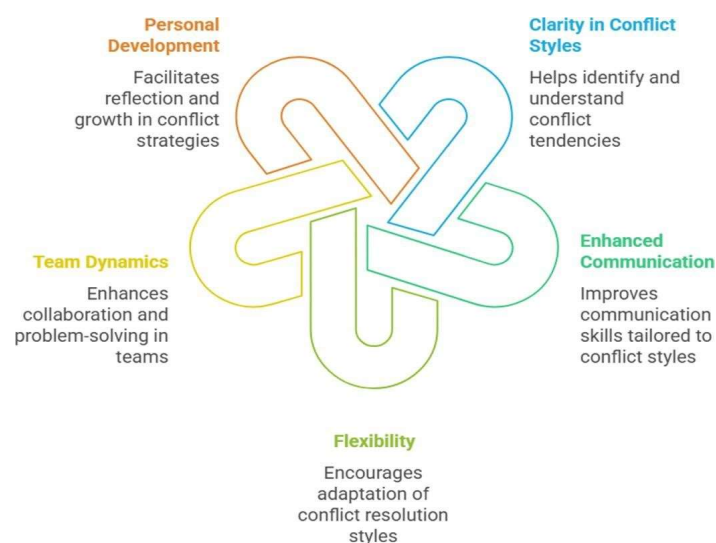


Fig 6.7 Benefits of the TKI Model

Activity: Designing an Effective Dispute Resolution Framework

Imagine you are tasked with improving the dispute management structure of an organization. Based on best practices, create a simple framework outlining key steps for handling workplace conflicts. Include elements like communication channels, mediation processes, and resolution timelines. Present your framework in a flowchart or a brief written summary (200-300 words).

Drawbacks of the Thomas-Kilmann Model

Resolution of conflict may be (over-) simplified A complex scenario of a conflicting incident, which might be influenced by additional dimensions as power differences, anger or organizational culture.

Illustration: A contradiction is that with the implementation of equality model some hidden power relations, like control or authority, are not treated very well and may impede discussion.

Ethnic and environmental background: This theory is from the suppressed 'western' culture of aggressive self-assertion promotivism. Its effectiveness may be lessened where collectivism, obedience and modesty is considered virtuous in a culture.

Example: With regard to the competing style we should say that in many (Asia-)cultures people do not confront, because it is not good for everyone and thus competitors may be perceived as rude.

The Risk of Misapplication: When those who apply the model do not comprehend it or have had no experience with it, they may incorrectly push the style which would only aggravate matters.

For example, a manager causes competition behaviour in a situation requiring contrasting loyalties' and hence team feel resentful which leads to low morale.

Exclusion of Particular Distributions on Long-Range Conflict Management: This model does not necessarily define whether there are needs for any type of subsequent communication or conflict management for partners across the length of a relationship. (ex: A compromise could help if one is trying to work a current argument out, on the condition that no more issues arise from the lack of future meetings and interactions.

Potential for Role Confusion: The model may result in role-stress- The model operates on the premise that subordinate personalities dictate the manner of conflict style they are directed to assume by their superiors; while in businesses with hierarchical

orientation, subordinates would likely find this required conflict style (which may be inconsistent or completely contrary to how he/she is) embarrassing.

Illustration: A junior staff, who may frequently cater to needs of other employees, may feel uncomfortable shifting to an assertive position in a conflict situation which leaves the norms of conflict resolution ambiguous.

The benefits of the Thomas-Kilmann Conflict Mode are improving awareness of how a person may behave in conflict, enhancing communication in a situation of conflict and perceiving more options over when compared with different conflict modes. But it has its faults, especially in addressing the multiple, cultural and organizationally embedded problems. If used consistently with other conflict resolution tools, the TKI model can be maximally utilized for successful resolution of conflicts in the workplace.

Did You Know?

- About 50% of employees use avoiding as their dominant style.
- 40-50% of individuals use compromising as their dominant style in the workplace.
- 10-15% of individuals report 'Collaborating' as their preferred conflict resolution style.
- Studies indicate that 20-25% of people lean toward accommodating.
- 10-20% of individuals report 'Competing' as their dominant style.

6.4 Strategies for Managing Power, Influence, and Conflict

POWER PLAY: Playing the Power & Politics Game Whether wielding power, influencing others or dealing with conflict in the workplace is a complex process of structural and HR planning that must incorporate human interaction and decision-making communication as its foundation. **Authority and control:** Control and authority can be directed positively within the organization to effect desirable changes, it may also be vested on conflict handling as conflicts generate barriers but it can also serve as solution to organizational problems. The following are some important tactics for managing these basics in the office:

- **Use Positive Power Dynamics:** Authority should not be a tool of force or domination over those managed. This demands that the staff in different functions and hierarchical positions know and trust each other. Delegating authority and encouraging making decision's equally helps to balance power relations with responsibility in the organization.

● **Strategically Influence Build and Leverage:** It is a useful tool to influence others' behaviour for certain outcomes. These are amongst others; resort to evidence, reason and sound argument that a given activity contributes to the objectives set in the policy objective and identifying as well as comprehending what key interests of the stakeholders may be. But managers should respect and listen to their subordinates, too, in order for the influence as it is exercised to seem polite.

● **Open Communication:** Conflict is based on first and foremost honest and straightforward working relationships to address the problem. In one way in which there is employee freedom to express doubt or disagreement, some potential troubles are readily apparent. It reduces the likelihood of conflicts by promoting their early detection and resolution through frequent feedback sessions, team meetings and conflict resolution skills training.

● **Use Conflict Resolution Models:** If you want to know why and how conflicts are generated at work, and wish to get a sense of the supported ways which can use in conflict solving, the Thomas-Kilmann Conflict Model does its wonders! Inasmuch as formal organizational relationships are the most common kind, other means of handling conflicts without destroying camaraderie or sacrificing order (e.g., accommodation and negotiation) can be used.

● **Foster a Culture of Mutual Respect:** When you develop a culture that appreciates differences and both employs accepts those differences among us, not much smaller conflicts will reach the point of getting out of hand. Workplace relations can be further enhanced with the use of training programmes that cover topics such as cultural competency and implicit bias.

● **Focus on Interests, Not Positions:** People often dig in to a position and can't move if they want to resolve a problem. The integrated benefit is in the attention to the actual interests and strategic goals. It builds cooperation and moves the conversation from confrontation toward resolution.

● **Practice Ethical Leadership:** Leaders should use their power and influence in a fair and responsible way. Valuing institutional values and equitably treating workers inspire trust while erasing rationale for conflict through perceived power misuse.

● **Offer Mediation and Third-Party Interventions:** In situations where a conflict becomes constant, bringing in a neutral third party with no particular stake in the dispute (i.e. an Human Resource Manager or an outside mediator) can be effective. They act as some neutralizing factor in the dispute resolution processes and also ensure that every party to a conflict appears treated with equal courtesy.

These tactics can be combined so that the institutions apply power and influence to conflict simultaneously. This, in turn, leads to employee satisfaction, motivation and

inclination / ability to work with others and ultimately higher productivity and firm performance.

6.5 Summary

- ❖ Power is the ability to achieve goals on others while influence can be defined as to alter other people's decisions and behaviours. These two factors become increasingly significant in the leadership position and within the workgroup.
- ❖ Forms of leadership power are legitimate (positional), expert, referent (charismatic), coercive, and reward power. Proficient leaders pit these against one another in order to maximise their influence.
- ❖ While influence is a great thing to have and is generally given over time your credibility, emotional intelligence, relationships and ability to communicate well trump influence. But then if people learn such things, they can be good at convincing and motivating others.
- ❖ Professional relationships are also conflictual and stem from valuing, goal setting, communication styles or competing needs for resources.
- ❖ This model of conflict resolution recognizes five types of conflict handling styles: Avoiding, Accommodating, Competing, Compromising and Collaborating. All do their part to help.
- ❖ The most effective form of conflict resolution is collaboration where you search out a solution that meets the needs of both parties and promotes creative, trusting long term solutions.
- ❖ Appropriate wield of influence and acknowledgment of power asymmetries, lets these conflicts play out on a broadly level field where both parties have everyone's full attention.
- ❖ Only by developing skills such as active / empathetic listening, assertive communication, negotiation skills is one able to manage conflict and have a positive impact within the professional space.

6.6 Key Terms

Power and Influence: Ability to influence others' behaviors, decisions, and attitudes through the use of authority, persuasion or relationships.

Interpersonal Struggle: This can be conflicts between two individuals who have competing interests, values, or communication styles.

Legitimate Power: Authority through a formal position or role in an organization such as manager or CEO.

Emotional Intelligence in Conflict – Ability to recognize, understand and influence one's own emotions and the emotions of others as it relates toward successful interpersonal conflict.

6.7 Descriptive Questions

What are the main differences between power and influence What's their difference in terms of influencing relationships at work?

How can leaders effectively use legitimate, reward, coercive, expert and referent power without provoking resistance?

What would be the causes of power imbalance at workplace and how this can be addressed?

Thomas-Kilmann Conflict Resolution Model There are only two models or ways to deal with conflict, according to the Thomas-Kilmann model. When would the opposite style of conflict resolution be most appropriate, and what could a potential downside to that style?

What can individuals do to become more flexible in their ways of solving conflicts, appealing to the specific context and actors involved?

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6.8 Case Study

Handling Personal Conflict in the Workplace

ABC Tech Solutions is a small medium size enterprise IT solution provider from Bangalore, India. It is most notably acclaimed for its vibrant work culture with a driven and dynamic ethos that encourages team spirit and collaboration within the firm. But the company (recently) got involved into an internal conflict of interest on (n square to n^square} n2 size) with _____their: manager head of mrkting&manager product dev Both Priya Sharma&Rohan Mehta. It has done so by revealing interpersonal problems that impact the morale and productivity of organization members.

Background: It was an idea war resulting from all the major strategies being treated in a yearly strategy program and Priya pitched the notion of aggressive expansion into new markets. In particular, when Rohan said that there wouldn't be time or resources to implement the features announced by the updated products for the proposed interval, the idea was dismissed. The professional face off whih was termed clashing when it started became extremely ugly which saw the leaders accusing each other of being unsupportive and abusive.

The situation became so bad that there was dissension on the team, with some allying to specific parts of the organization. Some of the points highlighted by Priya's team were Rohan had no vision and was not adaptable Some problems mentioned as part of Rohan's team were that Priya wanted too much, which was unrealistic, and she didn't think operations. It was only at the manager level/top management that they attempted to get into a fight, discovering in the end again an un-system solution.

Causes of Conflict:

Diverging Goals : As Priya focused on a broader market share, and as Rohan valued quality of the goods and deadlines.

Miscommunication: Both very formal and sent in emails or had meetings, so we weren't talking about it amongst ourselves; where our views lay or anything.

Ego and Personality Ego Blasting: It is the contradiction of communication style between Priya –Aggressive and Rohan (Systematic that makes insult.

Effects of Conflict:

Less Collaboration: The silo which the teams had created, was a barrier to cross department work and also in decision making.

Low Morale: Staff felt demotivated and many were stressed due to the high level of competition for places at firm.

Effect on productivity: The failure to deliver new products and sell sales can also affect specific rate of return deadlines and reduce corporate competitiveness.

Reflective Questions:

In light of this case, what can leaders do to bring forms of Forming AI assertiveness or empathy from the workplace and yet avoid such expressions leading us into conflicts about our diversity?

As an arbitrator between the two sides (one of you is a senior executive), what options do you have to ensure that the dispute will be settled on a long-term basis and trust will be restored in both camps?

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Unit 7: Landmark Theories to Professional Communication

Learning Objectives

1. Learners will be able to use the Pareto Principle (80/20 rule) to rank the communication strategies – recognize which strategies are most efficient, which actions and which channels give the best return for their efforts in professional settings.
2. Learners will be able to explain Daniel Goleman's principles of Emotional Intelligence (EI) and use EI strategies to improve communication and manage workplace relations using these principles (as expressed in self-awareness, self-regulation, empathy and social skills respectively).
3. Learners will be able to comprehend different modes of communication (like email, video calls, social media) and how it affects the contents of the professional message and its effectiveness.
4. Learners to interpret and improve non verbal communication therefore making it align able with verbal cues in professional interactions.

Content

- 7.0 Introductory Caselet
- 7.1 Theories to Professional Communication
- 7.2 Pareto Principle (80/20 rule)
- 7.3 Goleman's Principles of Emotional Intelligence
- 7.4 McLuhan's theory "the medium is the message"
- 7.5 Albert Mehrabian's 7-38-55 Rule
- 7.6 Summary
- 7.7 Key Terms
- 7.8 Descriptive Questions
- 7.9 References
- 7.10 Case Study

7.0 Introductory Caselet

The Pareto Principle Applied – Amazon as a Case Study

The 80/20 rule – or the Pareto Principle, as it is also commonly known – posits that 80% of all results can be traced to just 20% (or even less!) of the work you came up with. It is popular in business, time management and productivity software. This is a rule that companies use to help get rid of unnecessary operating expenses, make more profit and to not waste resources.

How Amazon Leveraged the Pareto Principle

Even Amazon – the world's largest e-commerce business has utilized the Pareto Principle in reducing their operations to maximize their profits. Amazon wasn't able to manage a large inventory, optimize supply chain or delight customers in its early years.

Identifying the Problem

Amazon discovered through data crunching that:

- Its top 20 percent of products made up 80 percent of its sales.
- Almost all customer's complaints had been traced to 20% of operations problems.
- 20 percent of the contributors were responsible for 80% of deliveries being late.

Applying the Pareto Principle

On the basis of this learning, Amazon changed a number of things tactically.

- **Inventory Optimization:** The company would never stock out of the products that are responsible for 20% of their sales.
- **Amazon did better Customer Support** by over resourcing on the resolution of top 20% Customers complaints, hence better experiences customers.
- **Supply Chain Optimisation:** The household goods supplier optimised its supply chain by working with the top performing 20% of logistics partners, cutting delivery delays and improving overall efficiency.

Results

After implementing these changes:

- This resulted in Amazon driving a disproportionate growth nuclear fission of sales.
- It facilitated quicker quick problem solving and logistics was optimised which increased overall customer satisfaction.
- Higher utilization was focused on the high-impact areas, which translated to lower costs.

Critical Thinking Question:

Businesses need to balance the attention on high performing regions with continuing to pursue new growth and innovation opportunities.

7.1. Theories to Professional Communication

Communication theories are analytical tools which help researchers and practitioners to make sense of the ways in which people share information in multiple contexts. These theories are based on some of the most basic elements and structures of communication from between two people to mass media outlets. The principles of these theories varies from the very first printed Aristotle Model of Communication to recently developed libertarian press model. They are as follows: Models other than those of the Lasswell, Berlo or Osgood that advocate freedom of information without constraints in no particular historical order are given brief consideration below.

These theories are the theories of mass communication which relate to information being transmitted on a huge scale effecting the society and personality in this section we concern cognitive functions of an individual along with dissonance theory etc. Each theory offers a unique way of viewing the communication process; so it's clear that the process is a rich and complex activity.

7.1.1 Importance of Studying Communication Theories

And, of people, for every self and at that age when life compels self they communicate. Most of the time, it aids us in speaking, sharing data and socializing. Theory of Communication, provides an umbrella under which potential aspects for the communication process such as message production, transportation/transfer and reception/interpretation are outlined. And it examines the impact of communication on individual, organizations, groups and societies in their everyday lives."

We should study communication theories because such learning gives us means to reflect on different forms of human communication. For example, symbolic interactionism focuses on the way people use symbols to create meaning and to

interact; social exchange theory focuses on how people think about their communication to assess costs and benefits of interacting.

According to the ritual view, one sees practices and their means as moulding cultures and cults; sociolinguistics considers the relation between language and society. During the process of learning about communication theories, one begins to realise how much of an impact that they make upon the way the world is perceived and experienced. It serves as a comparison for social skills and communication goals in all realms from relations to industry news. In short, knowledge of the relevant theories discussed above is still a necessary prerequisite for understanding the character of person to person interactions and for achieving improved communicative practice.

7.1.2 Historical Perspective of Communication Theories

Present-day application of the communication theories can be seen as ever-changing with cultural, technological and social changes. Theoretical backgrounds Communication theories grew like persons reasoned for the different inquiries in the field of philosophy as: philosophy questions over human relationship & communication rhetoric, and persuasion. Aristotle, for example in his Rhetoric, focused on the art of persuasion as a skill to be developed and employed by a successful political leader and demagogue was the main idea actually was that “excellence, or virtue”, noted author like ethos (character), pathos (emotional appeal) made impact on audience.

Theories of mass communication, including a more refined theory of media exposure effects, emerged with the development of cheaper and faster means for disseminating information to large numbers via periodicals in the 19th century and broadcast media in the early 20th century. Prominent authors such as Harold Lasswell invented models, such as “Who says what to whom, in what channel with what effect?” They envisaged the styles as flow of communication and its impact to the receptor. The Shannon-Weaver model extended this further also included the technical aspects of information transmission, and was the first model to consider how noise can be caused by signal distortion during transmission over communication lines.

Interpersonal communication influenced from fields such as Psychology and Sociology became the main paradigm in the middle of last century. Other proposed these include symbolic interactionism by George Herbert Mead who attempted to study how people attribute meanings to object through interaction. Into the second half of the century there emerged new theories also in culture and critique that extended what modern communication theory, most notably Stuart Hall's theories of it yet left, underlining power relations, cultural objects as well as how contexts were contaminated by its own kind of logic.

With the commencement of the digital age, new thought patterns were introduced in which shifts in technology, globalization and social media have been dominating communication. Now they range from networking communication to culture of participation to telling information. The aforementioned course of development allows the historical core of science to appear as a presupposition of modern communication studies in constant progression and interdisciplinary exchange.

7.1.3 Human Communication

We know that understanding human communication is crucial for interaction. We do encode and decode, surely; even as we ourselves use our words in communicating to others who respond with their own words or gestures or facial expressions, the impressions of eye contact and handshakes, touches or vicinity — we are always enmired in encoding- decoding. Communication is a key factor in human relations, human interactions and in the act of conveying our thoughts, feelings and touchy necessities with others. To address the components of human communication and the theories and models which can facilitate an understanding about why we communicate as we do, how we accomplish our communication goals, this paper will deal with some of these topics.

Analyzing such nuances of human behavior helps predict, and in their turn generate your and others' behavior as well as reinforce the forms of interaction that change in accordance with the current necessities in this multicultural world.

Human Interaction The Basic Building Block of Human Relationships

These dimensions of interpersonal communication need to be explained by the relevant models and factors in communication theory. The Linear Model view communication is as a negative or one way action whereby a sender transmits a message to the receiver.

The Interactional Model some add ons about feedback which is continued and context communication is a loop between the sender and the receive. Whereas the Code Model implied that there was always a clear sender and receiver, the Transactional Model sees communication as an on-going process between two people.

Some of the important mass communication concept in the communication theories are sender, receiver, message, channel, feedback and context. They are relevant for the analysis of human interaction, because they show how intriguing and difficult it is.

From an examination of these factors, we can comprehend the complexities of real peoples' communication and differences in culturally and linguistically induced communication; both regulated with nonverbal aspects. Taken together and the models

and critical factors, we obtained a better insight into the complexity of human communication.

Linear models of Communications- On way communication from predator to prey with the predator sending a signal through a channel and receiver receives and understands message given over some time. The communication process that is depicted by the linear model of communication presented is comprehensive since it involves a sender, message, channel and receiver. this is a model without re-entry, interaction or feedback, and it's very early and crude FINAL: This model does not contain any form of re-entry, interaction or feedback, was basic rustication.

On the contrary, the bidirectional model reflects reality where communication being performed is a transition-type operation between the sender and receiver that changes its role each time. It differs from other models of feedback by defining it and examining its impact on the process of communication.

The history-dependent setting which we address primarily concerns the situation where encoding at the sender and decoding at the receiver happen in parallel. Feedback in this model is quite important as both parties are communicating to one another. The transactional model also attempts to demystify the term noise, referring to anything that distorts or interferes with the message signals being sent between source and receiver.

Interpretive-empirical, metric empirical, rhetorical and critical epistemologies provide unique ways to possibilities of how and sound thoughts of know-how in communication. Reasoning about the phenomena we observe in communication processes and their impact on Society is governed by these epistmologies.

Interactivity Perspective of Communication

Communication is the method of generating and exchanging information between two or more people. It develops the Linear Model of communication and gives readers an insight on how communication is a monodirectional process where a sender imparts the message to a receiver.

But both interactional model and the Transactional Model are only two models of communication which provide a more comprehensive glimpse in to the process of communication.

The critical difference between the Interactive Models and the Linear Model is that Interactive Models assume that the communication process is reversible. Communication is in these models seen as a reciprocal taking-and-giving process, in which all participants included are encoder-decoder. The interactional model does not only center on the process of encoding and decoding messages, but between or among the communicators shifting roles as sender and receiver. Contrarily,

communication via the Transactional Model is a constant stream of information from both parties rather than one individual sending and other receiving.

In these Interactive Models, communication is considered more of a transaction in which both participants are engaged and have impact on each other. As we will see when contrasted with the Linear Model (which simply states that communication is moving information from one source or person to another), this model makes clear that there is more to communication than just the two parties that are involved in a conversation. Overall, IM is better suited to revealing the actual conversation flow in ordinary conversations.

Transactional Models Of Communication Cherry G. Schaffer Mercy College Abstract
Transactional models describe communication as a process forming and benefitting from meaning by two individuals that is shaped through their knowledge of the transaction but also of other experiences, i.e.; whoever else is involved with the same context transcends them and vice versa.

As per the transaction model of communication, we communicate at both levels simultaneously and reciprocally. The case is different for the linear model where communication can be seen to be just onewayorpush in nature: while thereceiver is the sender of anything, also sending only the sender may send service. This should make it so the two parties also function as a system of mutual influence.

Furthermore, two reference frames or experiences are taken into account in the transactional model, those of both sender and receiver. This means, in turn, that the receiver's perception, beliefs and attitude play a role on society communication. This model is not the same as Wilson and Walker's Interactional Model which also accounts for the reciprocating nature of messages communicated, however fails to consider that each participant has a different frame of reference.

In the transactional model, they consist of communicators, message, channel and feedback. Furthermore, the model recognises ambient noise or disturbance in the communication process as an important element. Overall, the transactional model is blatantly grounded in the ever-shifting nature of communication and the influences between interlocutors.

Activity: Transactional Model of Communication

Think of a situation where a misunderstanding occurred during a conversation. Identify the roles of the sender and receiver, the message being communicated, and any barriers (noise, misinterpretation, or lack of feedback) that affected understanding. In 4-5 sentences, explain how both parties contributed to the communication process and

suggest one way the misunderstanding could have been avoided using the Transactional Model of Communication.

7.1.4 Popular Theories of Communication

A. Aristotle's Rhetoric: 4th century B.C.E

Aristotle's Rhetoric: A language based guide (for how to think about rhetoric) perennial cornerstone of exchange and an art of imagining rhetoric. As a model for explaining how speakers attempt to persuade their audiences, the three rhetorical appeals are at its center. Then however was the ethical dimension and same speaker's character, or ethos that built credence. Then there's pathos – that's a kind of manipulation of the emotions to reach out and have an effect on your audience. Logos is based on two types of logical statements or arguments. It continues to be relevant today, at a time when all organizations are trying to develop killer communication strategies in all fields of marketing slogan writing, speech writing that wins audiences over - and most importantly for MBAs who need their own set of "how-to"s in comprehensive persuasion just as much as their leaders do.

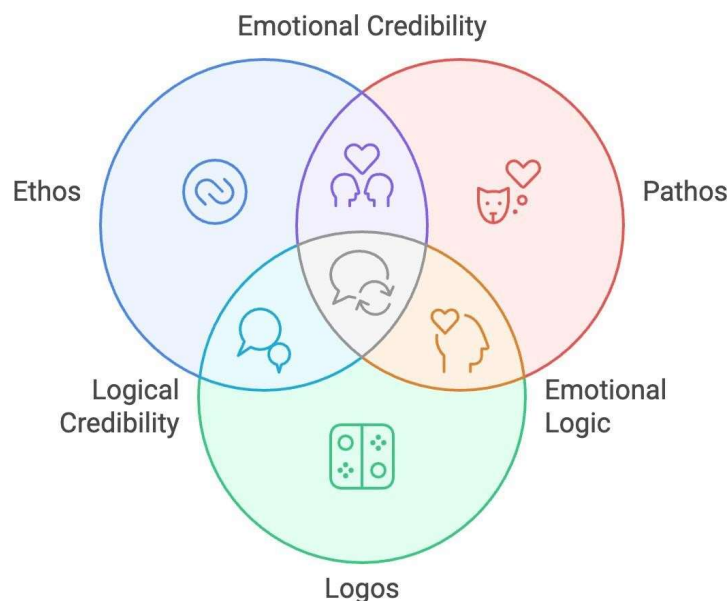


Fig 7.1 Comprehensive Persuasion Strategy

Transmission and Linear Models: Shannon-Weaver Model & Lasswell's Model (1948)

Shannon-Weaver Model (1948)

The oldest and most basic model is the Shannon-Weaver Model, which is also known as the “mother of all models.” It was designed to improve technical communication in engineering. Communication is depicted as a linear model that consists of six elements: source, encoder, channel (or medium), message, decoder, and destination.

Information is generated when a sender encodes a message in such a way as to be comprehensible to the receiver; once understood, that same information still exists. Decoding codification: In order for data, no matter what form it takes (video, cookie or whatever), to mean anything beyond mere data its recipient must interpret it. The interference may be physical as in the case of distractions or background noise; or technical, i.e., detuned properties of the communication networks. While this model has been designed for use in telecommunications, it remains significant not just because of the emphasis placed on noise and feedback that are present in the activities covered by interpersonal and organizational communication that have applied this to determine what acts as a barrier to effective communication.

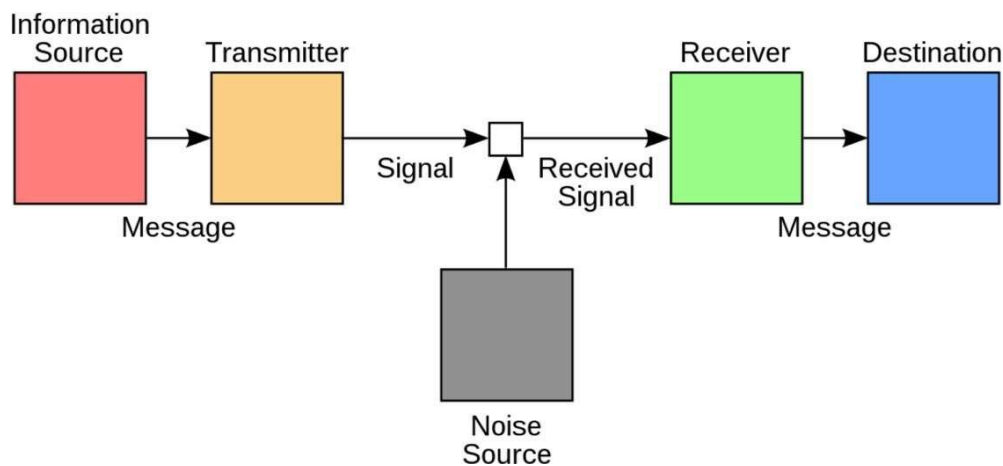


Fig 7.2 Shannon-Weaver Model

Lasswell's Model of Communication (1948)

Lasswell, Harold D. Propaganda Technique in World War I. New York: Knopf, 1927; Lasswell has named the model as 'Focus Model' as its objective is to focus (or control) communication effects on mass media communication media. It decomposes the process into simple elements included in who (communicator), says what (message), which media (channel), to whom, with what effect. Since functions and purposes are emphasized, the Shannon-Weaver model can be used for most general marketing, public relations, and media research. Consummate Boots A playbook of all the dynamics about message delivery and audience's influence that the MBA students must inculcate to strategize business communication.



Fig 7.3 Lasswell's Communication Model

B. Interaction and Feedback Models

Model of Interactive Communication by Schramm (1954) or also known as Schramm's Model often people refer to it.

An interactive model to Schramm pointed out that there is a possibility of communication interaction as the process of communication is not linear. Another of its properties is feedback, the final receiver of information becomes himself the sender, answering to the original message. This also involves some concept of field of experience, being similar to the context that sender and receiver should share. The dyadic and face-to-face nature of transactions such as negotiations and teamwork make this model especially relevant.



Fig 7.4 Schramm's Interactive Communication Model

Berlo's SMCR Model (1960)

Berlo's SMCR Model helps to understand the components of communication which includes Source, Message, Channel/Medium and Receiver. It emphasizes on the attribute of every side that influences the quality of communication success. For example, Source must be able to transmit the message even if it is clearly passed, it also works with by way of Receiver that can demystify a message. The medium of The Channel (visual, aural or written) therefore needs to be suitable to the Message type – which in turn has to be brisk and, well, non-disordered. This model applies to the organisation communication and marketing, in which MBA students write a good communication plan for each type of audience.

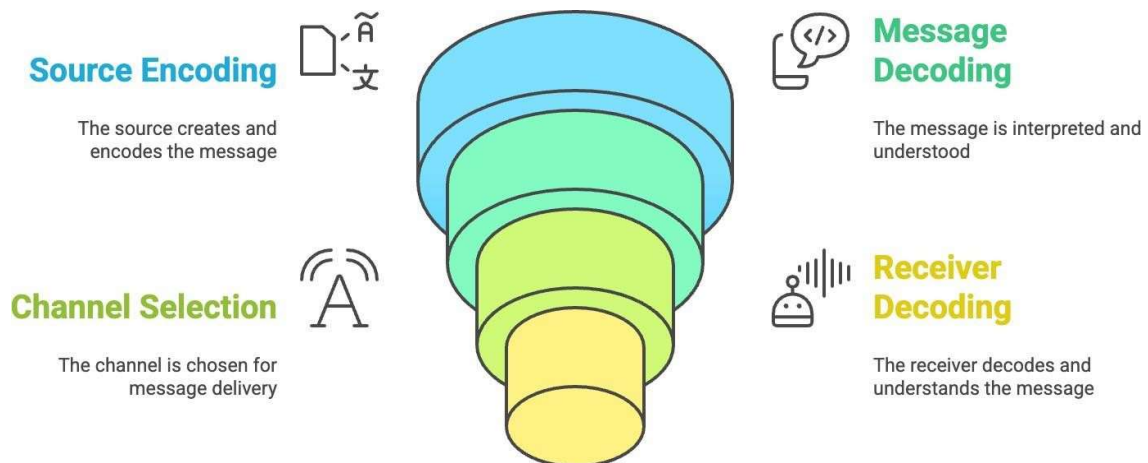


Fig 7.5 Enhancing Communication Effectiveness

Applications of Communication Theories

Communication theories can also be very instrumental in the classroom explaining what flows of information are occurring and how that information is received. To help illustrate these theories in practice, we have taken real-life examples which are related to education and learning:

- **Cultivation Theory**- This theory states that the repeated exposure to media forms one's reality. At the classroom level it might appear that students who frequently use educational apps have an increased overt knowledge of novelties in technology.

Two-Step Flow Theory -The theory suggests that mass communication does not emerge forwards in a line from the senders to the receivers and back, rather it moves through people as intermediaries (i.e. opinion leaders), who interpret Messages Themselves and Mediate Between The Sending Analysis /World. According to this theory, a message can pass from one person's mind to another's that more quickly When Both individuals have shared times table being among Each other And shared With EACH sentiments. That is when there are strong psychographic similarities among with an audience) GRANVETTER..329 GRANT AND BRYA. For example, a respected teacher might explain to other teachers a new teaching concept learned from an educational

magazine and subsequently the information would pass through the ranks of teachers at large.

- **Multi-Step Flow Theory**-The Multi-Step Flow sees many networks involved in communication and is a view contrary to the Two- Step flow. If the reform activity is within a school system, it changes abstract concept for different individuals that cycle with proximity to students as they get to modify the notion.
- **The cognitive dissonance theory** It is the feelings that arise when one holds two or more contradictory beliefs (Arkes & Tetlock, 2004). A teacher might have a student who is challenged in changing mental models to accommodate facts as presented in class, and informed by the science.
- **Muted Group Theory:** This theory accounts for why certain groups of people may be systematically disadvantaged in terms of the most effective means to make communication. Minority students in schools may form a self-constructed idea that their culture is not represented in the manner of learning that takes place in class.
- **Aristotle's Communication of Communication:** Aristotle also insisted on the speaker, the message and the reverberation. Any good teacher will know the ins and outs of public speaking enough that they can write a message (lesson) using techniques like ethos, pathos and logos for the correct audience (students).
- **Agenda-Setting Theory:** It highlights the role that mass media plays, as setter of the agenda of importance. In education, textbooks and curricula are an agenda-setter, telling people what knowledge and attitudes to receive or reject.
- **Rhetorical Theory:** This examines the way in which persuasive communication affects thought and action. When a teacher poses rhetorical questions, they are asking the students to think for themselves about something.
- **Authoritarian Theory of Mass Communication:** According to this theory the authority activities maximum control over media freedom. In the context of learning, the flow of information is controlled by a state curriculum that teachers are coerced to deliver and may barely permit critical exchange.

In this latter case, communication seems to play an important role in the interaction through communities in class. Teachers are apt to appreciate the elements and the shape of communication because they can follow the cutouts from these theories of these shapes. As much as educators of mass comm studies are using communication technology, they also think carefully about what kind of mass communication theory they're training and on which kinds of brains those theories operate.

Did You Know?

- Two-way communication increases understanding and recall rates by 75% compared to one-way communication (Harvard Business Review, 2019).
- Interactive communication methods (such as Q&A, discussions, and feedback loops) improve engagement by up to 60% in learning and training environments (Corporate Learning Research, 2020).

7.2. Pareto Principle (80/20 Rule)

The best tennis players apply something called pareto's principle, 80/20 rule or eighty/twenty rule which states that roughly eighty per cent of effects come from twenty percent causes. This is also known as the law of factor sparsity and the properties of the few. Most can make the activities more effective by figuring out which 20 percent of these efforts could return eighty percent of results received.

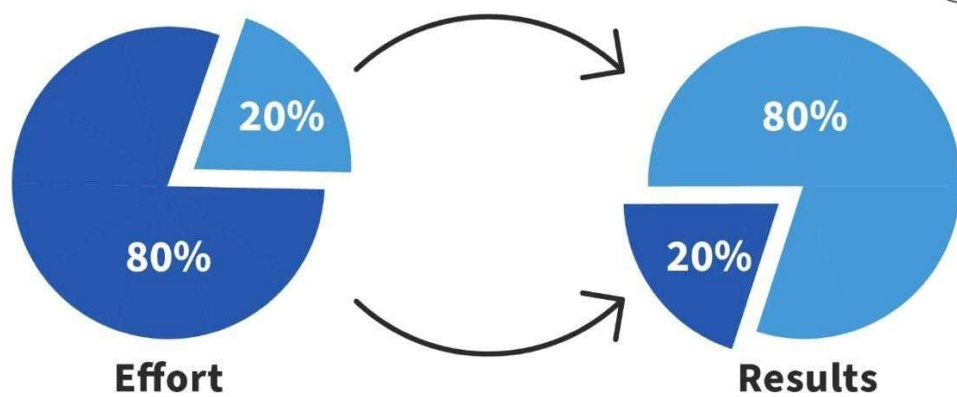


Fig 7.6 Pareto Principle (80/20 Rule)

However, whether business is as an entrepreneur or a marketer, it might be difficult to see that next step more than actually being in it. Applying the 80/20 principle means you can concentrate on what's important and ignore what's not, yet still always remember to keep in mind the bigger picture of how it all fits together. The 80/20 rule is probably the most valuable priority "tool" I use and all it demands is a mind-set shift to accept (instead of fight) this truth.

Let's say you are the leader in a small marketing firm. You lead few of the traditional subordinates who expect you to open up a career opportunity for them. Here are 10 ways you could support them, but you've decided there are two that actually win — monthly performance feedback and career development activities.

How does the 80/20 rule work?

According to the above details, it is known as 80/20 rule where the majority of consequences (outputs) from some activity can be attributed to a small percentage of

its causes (inputs or effort). N = It's cause and effect of distribution. Exactly doesn't also matter, and the % need not even be a round 100.

The 80/20 rule is a concept that the most important things produce the majority of results. You don't need to be learning about Pareto charts down the road, just know that Pareto is an anytime-template.

Named after the Italian economist, civil engineer and philosopher, Pareto. This sociological fact was observed in all fields of life by Vilfredo Pareto. Ironically, the first he noticed, which was to prompt Pareto to stigmatize the 80/20 rule, as made while working in his garden: it turns out that 80% of all peas were produced on 20% of plants – i.e., on the best ones.

Pareto also noted this same tendency in connection with income and possessions. He could tell that for the 19th century Italy, 80%-20% of GDP corresponds to Pareto distribution and therefore just 20 % of 'the population are narrative' (as per today's term). Several decades following Pareto, Joseph Juran, an engineer in corrosion and a management consultant Related to Management Engineering_Group 13 became well known.

M. Juran's: M. Juran grabbed the 80/20 rule but used it for quality in manufacturing. He even coined the term 'The vital few and the useful many' to add perspective to his Pareto based research, and the rest is history. The Juran Institute says the 80/20 rule is so universal because there is a proven pattern that seems to be occurring over and over again in different situations.

Advantages of the 80/20 Rule

All in all, in the context of business, the Pareto principle is under-leveraged. It can affect almost every facet of business, but a few of the big ones are:

- Marketing return on investment – This side can help you understand the handful of marketing channels that make a difference.
- Sales – This allows you to see which sales goals should be adopted more (with favorable revenue potential) 13.
- Goods and services – based Funnel Analysis, You shall be able to figure out which of your products or services make you the most more money and reason on promoting it.
- Most profitable sources of income – You can specify the exact revenue streams that are most profitable and always work with those.

Efficiency – Knowing which activities to perform across your business, you can focus on efficiency enablers with out [What?] constraining other elements.

Disadvantages

The principle of 80/20 is just a phenomenon, but this data is not enough to prove that the 80/20 is Immutable laws. Naturally, you should take any maxim with a grain of salt because in business and life, very little is so cut and dried. Rates of growth vary, deviations are pretty common and nothing can be as important as chaos.

This kind of analytics is always a view based on what has happened up to now and an extrapolation into the future – it is once again a tautology that past performance cannot guarantee the future but this has never stopped anyone from predicting distributions of past stuff such as table salt into the future. This line of reasoning assuming continuation is wrong quantitatively. Although the history of past results extending into the present period is obviously an important basis, it is not always possible.

Did You Know?

- Thus, 20% of world events generate 80% of news stories.
- Most of the ice cream retail stores' revenues consist of a limited number of flavors.
- 80 / 20 rule means that 80% of investment profits are likely to be generated by only 20% of investments.
- It revealed that 70% of all the application downloads in the iPhone App Store are contributed by only 25 applications.
- A lot of authors are of the view that eighty percent of social media shares are of twenty percent posts.
- Microsoft found out that 80% of the problems with Windows and Office, which include crashes, could be related to only 20% of the bugs.

7.3. Goleman's Principles of Emotional Intelligence

Concept of Emotional Intelligence

Emotional intelligence is the ability, capacity, skill to perceive, assess and manage the emotions of your own self, and of others. It is, in fact, part of sociocultural intelligence. EQ or Emotional quotient Both the terms- Emotional intelligence and emotional quotient mean the same thing. Some of the study, it emerged, IQ was worth only 20 percent. 80% of success is once again someones made up thing on really having a good EI. Emotional intelligence was coined by two researchers, Professor Peter Salovey of Yale University and Professor John Mayer of the University of New Hampshire in an article published in 1990.

The term gained wide exposure with the publication of Daniel Goleman's book Emotional Intelligence: Why It Can Matter More Than IQ in 1995. Intelligence can be said to include the ability to manage one's emotions and those of others, more than, say, the possession of certain skills as a happy and productive human being. Positive

attitude has also been shown to add an average of perhaps up to 9 additional years to a person's life. If only managers are charged with high emotional intelligence it will be more productive. Emotional intelligence is the social station one could never advance beyond in life. The results suggest that "emotion makes thinking smarter," notes the research.

Emotional intelligence is comprised of two words, emotional and intelligence. Intelligence as a component of the cognitive level of mental processes and emotions as a component of affective level of mental processes. Intelligence is considered things that we can know or something's ability to act and be acted on. This is actually rather amusing, but the word 'emotion' comes from Latin's 'remove', which literally means to have something moved away from. According to the 1928 Webster's Dictionary of the English language, an emotion is 'a moving of mind or soul'. The most recognized model of emotions is the one that postulates six universally recognizable basic emotions: anger, fear, sadness, happiness, disgust and surprise. Animal instincts are believed to be sublimated into these six emotional dimensions (Robbins and Judge 2009). Hey, the guy reading this has feelings. We can take feelings as insight into relationships, into a conduct that functions in an approximation of any circuit they choose to design.

Definitions:

Emotional intelligence as the process of perceiving and managing other's feelings. Informer 8.31 can be considered to be one kind of "interpersonal structure".

- The underlying abilities of recognition, understanding and control have been proposed as components that make up emotional intelligence (Salovey & Mayer 1997) – the ability to: recognise emotions, analyse emotions to use that information in thought, understand various s and their effects, manage or regulate one's own emotions.
- Emotional intelligence is "the capacity to recognize and regulate emotions in one self and in others" as defined by Goleman (1998).
- Rueven Bar-on in their 1997 publication described EQ as a constellation of personal, emotional and social competences that enable an individual to succeed in coping with the demands and pressures of daily life.

Short Summary: Daniel Goleman, a psychologist and science journalist has written the best selling books which revolutionized our minds towards EI. His 1995 book, "Emotional Intelligence," which went on to become a best seller, brought EI into the mainstream and transformed the way people viewed intelligence and success. Goleman posits that EI which consists of abilities, and competencies is the ultimate predictor of effective leadership and success in a myriad of organisations.

Daniel Goleman's Emotional Intelligence Theory is one of the most intriguing and well known method in learning about intelligence, as it emphasizes that EI seems to be more important than just the old IQ! This theory emphasized five major areas: The major components of academic and social emotional learning includes there required attributes like self-organization, control of impulse desire to learn, acceptance of other persons and interpersonal communication. If you know that then these are areas, things, that you can really develop and work on. The abilities, competencies and functions that comprise self-awareness are central to EI because one must be able to identify an emotion (independently from being identified by others) in order to recognise or feel it. Self regulation can be described as controlling emotions and impulses. Motivation (The Affective Set or Drives in the previously mentioned achieving goal besides money and status) Understanding If you are understanding, then you recognize and value the emotions of others as well as maintaining a potential for having an unanimous position with these while socialskills mean those abilities which are necessary for successful interpersonal interactions within society. This model has been influential across a variety of disciplines such as psychology, leadership and education in showing how the emotional competencies can influence one's success.



Fig 7.7 Concept of Emotional Intelligence

Goleman's theory of Emotional Intelligence, people also have varying degrees of self-awareness, self control, self-motivation and empathy and people skills. These basics are reported to be divided into individual and social details. Our personal competencies have to do with the management of ourselves: the ability to perceive and manage our own feelings. In the social emotion regulation, there are two parts which is empathy that refers to being able to know what other people feel and understand their feeling an another part is social skill referring to how you manage with other's guys. More importantly to our argument, Goleman takes a step further to note that the emotional competencies he discusses are not encoded in individuals' genes; they are learned capabilities.

As per the EQ or Emotional Intelligence Theory of Daniel Goleman,

Self-Awareness: Concerning this dimension, it is about the extent to which a person is able to recognize and comprehend his/her own state (body) of being including affect (moods), representation of the self, cognition, personality descriptors and needs. An individual who can be honest not only to the organization but also to himself: by being aware of his emotions and how he operates, influences people, influences upon people and works. It is this domain where all other components of emotional intelligence are built upon, because the very first step in managing your emotions is recognizing that they exist.

Self-Regulation: These include such skills as self-regulation, responsibility, dependability, flexibility and creativity. Impulsive control refers to inhibitory skills that include the ability to inhibit and delay aggressive impulses as well as other negative affect; it is also associated with delayed gratification. All self-regulators are high on the trait of conscientiousness, they maintain their affordances or act mindfully and can be emotionally regulated transformation mechanisms (VCW)' such works in both directions and hold either directed inward or outward.

Motivation: This area involves general tendencies that activate or direct behavior toward a designated goal. It is drive beyond money and job rank, the disposition to tackle tasks with energy, effort and perseverance. Such evidences are demonstrated on features like; the motivation to achieve success, good feeling for work and organisational commitment.

Empathy: Empathy the fourth trade skill deals with personality of others and how to react or behave when people dare cry. One of the items in organizational leadership skills is instruction of subordinates, superiors and colleagues, having a political vision toward the structure inside which an organization functions, facilitating diversity. Empathetic people are good at reading the emotional climate, even if that doesn't involve knowing exactly what others are feeling. So, naturally, empathic people are also good at relating to others and listeners more likely than not to be related when they can.

The last social skills domain is about the unleashing and shaping of power to move or motivate humans in the direction you would like them to go—and it includes such competencies as influence/persuasion within communication skill/conflict management/leadership/change agency/bonding/collaboration/cooperation. Which is why people with good social skills are good at managing teams, organizational conflicts and, well many other things because. They are also communicators – people who can not only lead but mobilize others, and who like change.

These are interdependent domains and each contribute significantly to an individual's emotional intelligence. Compensation may be an appropriate option when

performance in one area improves and this has a positive impact on skills in another area that are enhanced, e.g. working on these may improve emotional intelligence.

Importance in the Field:

The Emotional Intelligence Theory has received its due impetus at the appropriate level that fits good into a variety of line work including psychology, management and teaching. Changed the perspective on intelligence, and that likewise-Grown emotional abilities play a much larger role in performance & success than traditional factors (IQ). It gave rise to many other research studies and its applications, benefitting the practice of a multitude of fields including that of business management, education, mental health among others.



Fig 7.8 Emotional Intelligence Impact Pyramid

Application:

Implications for Personal Development: Emotional Self-healing and emotional floors are applied to human development. So in that sense, EI refers to the fact that people have achieved a level of emotional regulation and building resilience and bring about stress reduction, or they may enhance their life satisfaction.

Dealing with emotional intelligence also works in increasing perspective regarding other vital social skills thereby improving the emotional side of learning. For as much as people gain improved perception, interpretation and regulation of emotion, they can also build healthier, positive interpersonal and working relationships.

Second, EI develops a person's self-regulation and perception towards the improvement of quality and effective life. The further a man is aware of his emotional

reactions and how they operate, the easier it is for him to see his potential or ones boundaries as well as what typically “gets [him] up” I. In this consciousness, more effective responses to personal transformation and growth can be generated.

If people believe that the competencies of emotional intelligence are fixed and inborn, then people are empowered to do something about increasing those competencies." That can result in a boost of confidence and self-esteem, as well as improved ability to adjust to change and handle adversity, which might translate into a more favourable way of looking at life. So, Daniel Goleman's Emotional Intelligence Theory is a well proven personal efficacious promoted and implemented framework to acquire, develop and apply the emotions' skills in all areas that leads for the development from affective, interpersonal and personal domains of individual's life.

Implications for Organizations: There are aspects of Goleman's the Emotional Intelligence Theory that has relevance to organizations and their business success. Especially the capacity to perceive, understand and regulate emotional processes in self and in other persons prevails. So, the instant benefit of attaining more EI is that employees become more motivated, engaged and satisfied – and better at coining up every day communication. For that reason, emotionally intelligent leaders understand it is possible to create a good company culture. They can also lead and change, learn and evolve, and shape the community. Having institutions apply emotional intelligence within their processes helps organizations succeed in today's challenging workplace and broad experience setting, from performance to relationships to overall results.

Emotional intelligence models

Ability EI model — the mental ability model is about attention directed at emotion and thought (Mayer and Salovey 1997). According to this model, the four categories of emotional capabilities are:

- Emotional perception comprises an astute understanding of feelings, including one's own and those of others, as well as stimuli that include faces/pictures or stories/music.
- So emotional intelligence could be defined as our ability to use emotions for the purposes of thinking, reasoning, problem-solving and making decisions.
- Affective understanding: it refers to the understanding of what emotions are as well as why they exist and how they interact, develop and change from one kind of emotion to another.

This defining aspect of emotional intelligence as the ability to let feeling happen, and be used in identification, regulation, emphasizing empathic understanding and self growth far from being is Mann's construction of emotional management.

Trait Emotional Intelligence model – This model was introduced by Petrides et al. Trait EI model is a constellation of self-perceptions of one's emotional dispositions located at lower levels of personality. The Trait EI model is not simply an ability based model website omits the view of EI as a standard intelligence and mainly focuses on integrating the concept of EI into existing personality models.

Models of EI-Mixed Model This model defines EI as a wide range of abilities and dispositions that drive leadership. This model is based on four pillars:

- Emotional intelligence is the realization of emotions, awareness of the impact they have, and how to use them as a basis for making decisions.
- Self-control: “You keep your feelings and desires in check, ‘manage them,’ and try to conform what you do to the situation.”

It evaluates personal ties formed in one social surroundings, where an individual can select, understand and acknowledge the feelings of other members of society. The motivation, power and conflict are to be taken into account positively interacting with the relationships.

Did You Know?

- EI accounts for 58% of job performance, with 90% of top performers exhibiting high emotional intelligence.
- Leadership Skills: 71% of employers value emotional intelligence more than technical skills when evaluating candidates.

7.4 McLuhan's Theory “The Medium is the Message”

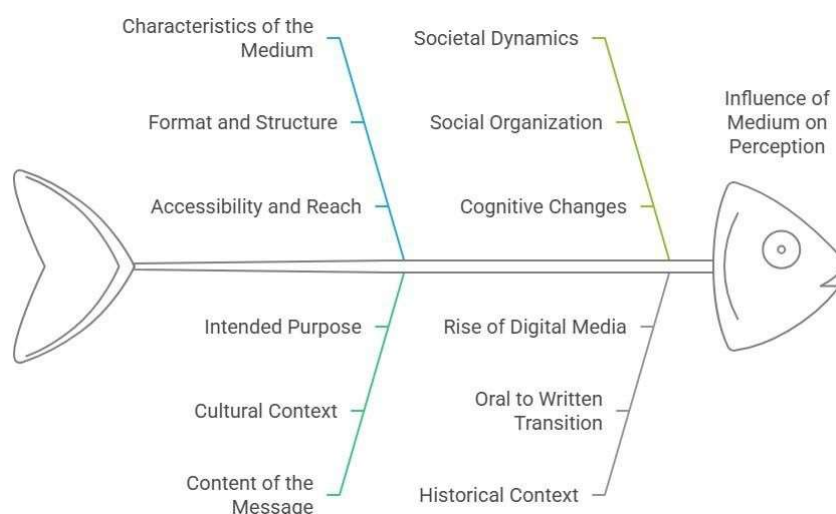


Fig 7.9 Understanding McLuhan's "The Medium is the Message"

This, I believe, is what Marshall McLuhan meant in his famous phrase ‘the medium is the message’, i.e. what matters is not so much the content (or message) but rather the vehicle for that message – it’s method of delivery. The hypothesis is that properties of media define what it means to think, to communicate, and to do things and enables the transformation of “the structure(s) which enable us.” Here is a more formal professional paraphrase of the theory:

The Tussle between Form and Content: McLuhan theory argued that the medium is the ‘message’ which means that how information is transmitted is more important than what the content of information. While content is the informative material, the medium specifies how it is stored and processed, as well as any social impacts. For example:

- There is data in a book that can affect the reader, but reading is (except for at least at some level “electronic” books) generally consecutive and isolated.
- Television however is a medium of visual representation projecting the communal perceptions. What We’re Listening To Lee: The effect of different mediums on people’s participation and understanding.

Understanding Media as Extensions of Human Abilities: Media are prostheses for human senses and capacities, transforming the relationship of people to their environment:

- The phone turns up the volume of voice so that we may speak at once with people who are far off.
- The internet is an extension of mind that facilitates the instant ability to labor or gain information from anywhere on the earth.

Every medium changes the scale and form of human association, and also pace by which society itself takes part.

Influence of Media on elite and mass in the Society: Different media create society norms and behaviour by emphasizing specific types of communication.

- Print Media: Thriving sense of independent critical thought, linear reasoning and individualism if you will egoism.
- Media: Affects activity, enthusiasm, and inclusiveness; also global interdependence.

Example: Rapidly proliferating internet market has pressured consumer customer expectation for real-time, personalized business communications.

Technological Determinism: McLuhan refers the effect to a technological determinist theory that new media technology is causing changes in society. The media are not only a mirror, reflecting culture, but also an instrument shaping it.

For example:

- As technology advanced with the invention of printing press, information was made available to society through print-pages and this gave rise to a cry for social revolutions.

Today, social media has shifted the paradigm of political and cultural communication.

Media Typologies: Cool and Hot Modernist theorist Marshall McLuhan identified two types of media according to degree of engagement required by the audience:

- Hot Media: We also identified mass media messages to be high in content specificity and low in decoding demands (e.g., print, radio).

- Cool Media: Low degree of comprehensiveness and, in order to be effective, aiming at achieving the involvement from the mediated audience (e.g., TV, social networks).

This typology explains how media induce various levels of interaction and persuasion.

Business and Professional Communication Implications

McLuhan's theory offers crucial value to business leaders and practitioners when it comes to strategic choice of media:

Media Selection and Consumer Behavior:

Understanding media organising influences enables practitioners to formulate plans for effective communication. For instance:

- Social media marketing communication fosters interactions and participations in promotional communication.

Print advertising appeals to groups who prefer to be informed in something like an analytical structure.

Organizational Communication:

- Means of internal and external communication is the factor for understanding what kind of message is being perceived and how much interaction / teamwork is to be done. For example, video conferencing enhances real-time interaction better than email communications.

Adaptation to Technological Disruption:

The importance of organizations' taking advantage of the new-media realities that have industry-disrupting tendencies is not lost on me. For example:

- OTT or over the top gets in the way of traditional cable TV.
- One more victory changed consumer habits and retailing practices associated with online commerce.

Strategic Decision-Making:

Besides the message being communicated, there is also this worrying for strategic business professionals over what affect media would have on a brand, customer lifetime and relative market positioning in the long run.

Critiques and Limitations

Not without its detractors, McLuhan's theory has been criticized:

Excessive Focus on Medium: The critics continue to believe content still matters greatly, maybe as much in education and policy making.

- **Simple Technological Determinism:** A simple technological determinist argument is present...that media use and take-up are all (other social factors such as culture and economy also figure) determined by the diffusing technology itself.

The ratios that McLuhan expounded on argue that professionals should basically think about the medium through which they convey messages. In today's world where technology breakthroughs are always on the move defining the world communication environments, it becomes significant to understand the expanded role of media in influencing perception, behavior as well as culture for better preplanned decisions.

7.5 Albert Mehrabian's 7-38-55 Rule

We are constantly reminded that paralanguage, present in gestural, tonal and verbal as well as facial clues – plays a significant role in the communication process. And that this is all the more the case when we are interpreting in contexts where feelings and sentiments have to be read.

Feelings and Attitudes in Spoken Language Mehrabian's studies have found that in spoken language the words account for only 7% of personal feelings, while vocal elements (e.g. voice tone) accounts for 38% and body gestures 55%.

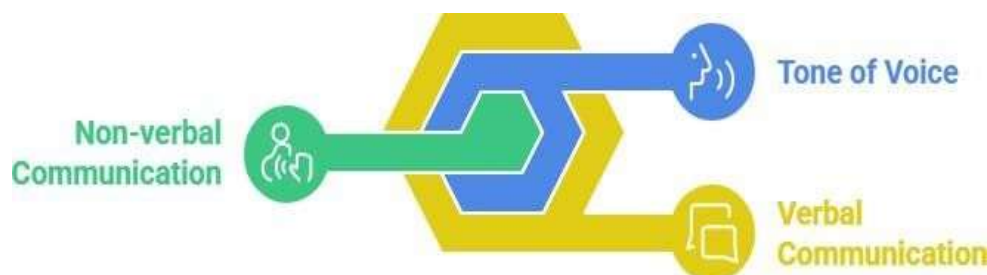


Fig 7.10 Mehrabian's Communication Model

Have you ever tried to have a conversation with someone, and they say one thing to you in words, but then every single part of their body is saying something different? For example you could be curious whether the other person is happy about whatever task he/she was supposed to do. He will hear the words that might be saying 'I am fine,' but his tone of voice and where he is looking and what he does with his body will tell a story."

So What?

The underlying lesson here is that when it comes to dealing with people in business, the purely verbal component of messaging needs to be overlaid against hundreds more. We're telling others as well, through the way our face looks and the body language we take on when saying something. And we use it to communicate all sorts of information back and forth to one another every single day. For those in a leadership or administrative role, it is important for us to remind ourselves what amidst all of this hot air, we are actually saying and perhaps even trying to say things on purpose!

The 7-38-55 theory attempts to explain (and I think over-scales) the importance of paralinguistic cues in conveying meaning when two individuals are talking face-to-face during interpersonal communication. And where common language emphasises the point that Communication is not just speaking with words but with both voice and eyes (taking them as languages for now). The model divides communication into three parts:

7%: Verbal Communication: Profoundly, words constitute only 7 percent of the total impact of a message! The communicational factors are: The subject matter in the message discussed. But verbal language, of course, typically provides a limited and dull picture in order to tell the whole story or impart the emphasis.

Vocal Communication (38%): Tone of voice: The way we move our vocal cords imposes a range of tones or the quality such as crisp, clear, solid voice and tenor etc. State (Pitch): Highness / lowness of the sound in an auditorium represents intervals along a graduated scale. Vocal rate: Words per minutes contributes 10% Vocal volume: Volume from loud to soft tone adds weighting decibels which means differentiation is important since noise from machines affects here. These vocal qualities can convey information to an audience about the speaker's state of mind (for example how the speaker feels) attitude and purpose. For instance, a "friendly" tone refers to a warm tone, while an "irritable" tone indicates the individual is irritable.

Visual (55%): What you know (38%) is diction and there's so much that constitutes for the other 55%. body, face, gestures and posture. These gestural and postural signals are thought to be the most relevant to convey feelings and beliefs. Positive signs supported by research, smiling, making eye contact or good open body posture all

build trust and rapport while negative cues, an arm across your chest or just not making eye contact is going to damage rapport.

Use in Professional Context

In the field of public speaking, Mehrabian's concept highlights that verbal, vocal and visual aspects have to be combined while communicating in order not to cause misunderstanding. A professional communicator should:

- Show and say it in the same manner that we have said.
- Focus on the facial expressions and body language, they are very effective in influencing how the audience feels.
- Recognize that there are instances where verbal and nonverbal behaviors send conflicting messages.

While Mehrabian's model is more applicable to those cases in which emotion or attitude is being communicated, it assists in shaping awareness of the role played by nonverbal signs in the above process of professional interaction.

Mehrabian's 7-38-55 Communication Model in the Workplace

According to Mehrabian's 7-38-55 Communication Model, communication of feelings and attitudes consists of three elements – words (7%), tone of voice (38%) and body language (55%). Such a simplified model (e.g., some emotion, attitude is ignored) for only explaining face-to-face and what happens in an organization works well anyway: Ameliorations re professional communication come as bonus. Here are some professional uses of the model:

Improving Oral Communication

The model goes on to state that emotions in communication happen to use merely 7% of the words. But from a professional standpoint it seems worthwhile to minimise extra-variables and make things as accurate and clear as you can. This is relevant for purposes such as informing, instructing, explaining or giving a specific information or knowledge. To ensure effective communication:

- The staff must speak clearly, so that no misunderstanding would escalate.

High-intensity conflict Stimuli which can stimulate sensitivity in encouraging, supporting or comforting a person.

Tone of voice in the verbal channel

The affect and paraverbal communication form 38% of the total emotions communicated in the messages. The tone in the workplace can greatly affect how messages are received and understood:

- The polite and assertive system of approach in a business these kinds of that the personnel get assurance from the speaker.

- How people work together in the text and meeting articles: There is POSITIVE language used when people working as a team, indicating that one has a positive attitude to work collaboratively with others and motivate the works.

Lines and Lines of Divergence: As a manager, you should not be too harsh on the corrections because this can demotivate your employees so while you correct them with an attitude that is a little bit soft spoken, just know that doing so will still make the problem remains!

When participants work together in separated places, face-to-face contact is obviously scarce and thus the voice tone in the telephone call or another meeting gains an explicit importance.

Using Posture to Support Communication

Mehrabian presents these ratings, as well as the 7-38-55 percentages[clarification needed], in one of his books 81% of the rating is based on body language and voice tone while speaking, articles,[3] and many other publications. Facial expressions, gestures and posture can be trusted to echo or undermine spoken words; they provide that external corroboration you require in professional life:

- Avoid getting into arm's length and display positive, relaxed body language (use good posture, open handed gestures) if you want to build trust.

- Saying hello and making eye contact when communicating with people is being polite and shows interest.

People are to be aware of some non-verbal indicators which might indicate a sign of disengagement or boredom like arms crossed on chest, wide eyes and looking away.

How to Find Reality in Conflicting Words, Gestures and Writing

One intuition of the model is that inconsistency in any one of the three components leads to uncertainty. For instance: item The same words of encouragement if mouthed by a manager may not be received because of indifferent tone or posture.

- Business people need to ensure they walk their talk so as not to look like a cartoon.

Cooperation between content and form can be considered as particularly important in conflict solution tasks, where conflicting linguistic cues are not responding to very well.

The Impact of Work Environment on Team Communication: Virtual and Hybrid Environments

Certain elements of the 7-38-55 model are limited, by virtual workplaces' very nature. For example, the body is largely occluded in such a call so that what is actually produced can be fully focused on and indeed, somewhat limited. To address these challenges:

- If there are any out of body movements, you want to really make sure you are vocal and speaking loudly with lots of enthusiasm to cover the lack of verbal cues.
- Text based communication is helpful through email, chat etc; where voice tone and physical gestures are not available then professionals should say no to big-dictionary words and if necessary they can use the proper emojis or even punctuation to give a hint about intention of that communication.

Healthy foundation Interpersonal relationships work Effective Each and every one of the facts in Mehrabian's model If they are used by their workers, leaders can really increase relationships within their employment environment. Key practices include:

- Responding with words and gestures (i.e., nodding, or saying things like "yes, I understand that") while the other person is speaking.
- Active Listening and Empathy in meeting with the patient you hope to disprove:
- Adapting the tone to the attitude of the discussion.eg: Beating a drum when it is time for a rundown on what team has done, clear and assertive.

Not that Mehrabian's 7-38-55 is applicable to all communications but it can be applied both with words and tone and gestures if we think in word/thought form it provides useful pointers for business communication. It is all inter-game related so, by integrating them, people communicate their rewards more effectively, create more productive relationships and encourage emotional support-organizational behaviors.

7.6 Summary

- ❖ Understanding of the communication theories serves to improve communication at work, promote better clarity and support decision-making.
- ❖ The famous Pareto Principle in productivity management is that 80% of the results come from 20% of the efforts which have been extended to sort the vital and non-essential, critical and unnecessary tasks in professional communication on which resources are spent.
- ❖ By priority with key contributors, the professional can also focus on where they be most effective – key stakeholders, high value messages.

- ❖ Emotional Intelligence: This term refers to self-awareness, self-regulation, empathy, social skills and motivation that results in enhanced interpersonal communications as well as the effectiveness of leadership roles.
- ❖ EI can suggest that working people respond to their emotions, and those of others, construct positive relationships and conflict resolutions in ways that enhance working environments and are more effective.
- ❖ The actual medium used affects reception of a message even more than content by message, so that what you choose as medium is the more important to argue.
- ❖ For the process to be successful, professionals must make decisions about dimensions such as the effects of the digital, visual or verbal media on an audience and they should locate a medium with organizational objectives or audience predilections.
- ❖ Mehrabian illustrates his model emphasizing bodygestures (55 percent), vocal intonation (38 percent), and words (7 percent) in expressing feelings in work.
- ❖ Synchronizing vocal, spoken and nonverbal behaviors generates being credible or not particularly, therefore leading to persuasion of the individuals involved in situations in which they are engaged by each other or/and there is eye-contact between them.
- ❖ Institutions can utilize print communication clear guidelines in their list from this work according to the individual 7 Hoverfly (SWOT) Texts These are proper etiquette at-hover fashion and relationship development of business a literacy competences alongside with personalized () Pareto Principle, EI, McLuhan's theory, Mehrabian's rule all proviagility emotional tangramas leverage so far for professionals to embrace them up front as much for clarity-and-century-leading members within any organizations.

7.7 Key Terms

Personal communication: transfer of information and knowledge from one person to another, Particularly the emphasis will be in interpersonal touch this about how body language dictate a relations.

Pareto Distribution: A statistical principle that basically says in many situations, just a small amount of inputs or antecedents (20 percent) cause the great majority of outputs or outcomes(80 percent), a management concept which improves productivity across professional domains.

EI: ability to identify, manage and adjust the emotional responses of self/others in order to enhance impaired self- /other-regulation, conflict and productive organizational relationship interpersonal behaviour.

Self-regulation: Self-regulation, which is part of the EI construct, enables one – in this case an employee – to control or redirect impulses and moods such as aggression or other antagonistic feelings and thoughts discretely without impairing judgment or job performance.

Medium: The medium is a conduit to transmit the signals of an enacted message (the spoken and written word or electronic) and itself has an essential influence on how the message is interpreted.

Semantic Load: The meaning of a message, particularly when considering the effects of medium (Bury's theory of media, which closely links to McLuhan's "the medium is the message").

Non-verbal Cues: Not vocal language or sign language, non-spoken cues such as postures, gestures and looks that convey meaning and feelings and which according to the Mehrabian rule have a considerable impact in terms of their interactional effectiveness.

Vocal Modality: Here, worry is associated with the pitch, tone, speed and volume of the speech that largely contributes to message 'emotional tone' and 'tone of voice' perception rays as well as level of audience reading interest rays.

Cognitive Empathy: The ability to think on the emotion with that of another person and also in professional settings be able to communicate and solve problems when comes down to business.

Message Encoding: Packaging of a message with words, signs or actions for the purpose of delivering information efficiently by considering the emotional readiness of the speaker, the medium chosen as well as specific culture.

7.8 Descriptive Questions

What is the importance of "Pareto Principle" Success at work but as well to be able to give applicable examples on its impact in communication and interaction among peers? Give some examples of how this precise tenet could help in team communication being more efficient.

Explain how benefits leadership could be enhanced by application of the Pareto Principle for communication stemming from further communication..That raises the question: How can leaders proactively work on those 20 percent communication activities that produce 80 percent of the results?

Examine the relationship between emotional intelligence competencies and professional interaction skills. How can a leader use Goleman's approach on emotional intelligence to manage Conflicts and improve organizational culture?

Evaluate Goleman's model of emotional intelligence and explain to what extent the manager's communication approach can help increase employee engagement and development on working teams.

Discuss the meaning of the term that McLuhan popularized „the medium is the message" and how relevant this term still is to think about in relation to digital communication. How do knowledge workers (and indeed other professionals) view and perform their professional identity in the face of digital platforms?

Discuss what McLuhan meant by the Medium is the Message in terms of organizations? What should managers consider regarding which medium to use with different types of communication in the work place?

Using the 7-38-55 Rule by Albert Mehrabian in the process of providing, explain how nonverbal communication can influence presentation. What are things you should never say when addressing a crowd of people especially the professional terms?

Tell me about a time when the verbal linguistic, vocal language and non-verbal language weren't in line with each other and how it led to a misunderstanding? Conversely, how can Mehrabian's 7-38-55 Rule help to resolve this issue?

Explain how the components of emotional intelligence can be used to improve negotiations in a business setting? Discuss one instance in which EQ impacts negotiation.

Where does non-verbal communication fit in the equation of leadership? How can the 7-38-55 Rule be helpful to any leader who is planning to develop a team?

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7.10 Case Study

Goleman In Principles of Emotional Intelligence and Leadership

Emotional Intelligence (EI) is a very crucial thing to the leader, it paves way for the choice making, group dynamics and entire workplace culture. The way is paved by Daniel Goleman, founder of the concept of EI and who outlined its five main factors: self awareness, self regulation, motivation, empathy and social skills. In the following case we show how these principles were practised by Google to become a leader and increase employee engagement.

Introduction

As one of the world's top IT enterprises, Google is famed for being a business using a unique approach to work. Initially the challenges were resistance against staff retention and poor working as a team. There was too much attention on the technical expertise and too little consideration for the leadership required, which led to bad coordination and competition. With our impending understanding that visionary and emotionally intelligent leadership were crucial lessons learnt, Google decided to found the "Project Oxygen" programme – in a bid to implement management tools accrued from Goleman's EI theory.

PROBLEM STATEMENT 1: COMMUNICATION-PROBLEMS/CONFLICT RESOLUTION

Subproblem statement - i: Poor communication as a cause of conflict Communication is the process through which individuals exchange thoughts, feelings and impart information to another person (Shoniregun & Bloomfield, 2013).

It sets a disrespectful tone of technical competence over human decency, which is both historically and still true today. As conflicts grew, managers struggled to solve them resulting in unhappy and inefficient teams.

Solution:

Google: Leadership Training Programmes Google created a leader training programme designed to help managers understand their emotional triggers and how best to manage them.

● **Cultivating Active Listening and Empathy:** Managers were taught how to exercise active listening and empathy in order to foster a trust-based relationship between the business leadership and employees.

Issue 2: Low Employee Engagement and Motivation This study was aimed at low employee engagement level with their organization (low performance outcomes) and thus the low motivation amongst employees.

Even with great pay and benefits, Google has still found it hard to keep their employees engaged, largely due to terrible leadership management and lack of rapport with leaders.

Solution:

● **Google Intrinsic Motivation Strategies:** Google Influence of Expectations (Managers had to give more meaning and purpose to employees' work) Managers were required to spend time talking about career development and make the employees understand their job really mattered.

Better Relationship and Social Skill Management: The organisation supported managers by introducing regular one on ones (off-site if necessary) which improved working relation and promoting inclusion in the workplace.

Conclusion

By applying the Goleman's Emotional Intelligence principles to Project Oxygen, Google gained improved workplace communication and increased employee satisfaction as well as better manager effectiveness. Employee engagement scores went up and turnover rates went down. This paper presents the significance of EI in modern leadership and its impact on the success of any organization.

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Non-qualifying text, such as bullet points, annotated bibliographies, etc., will not be processed and can create disparity between the submission highlights and the percentage shown.



Unit 8: Visual Communication

Learning Objectives

1. Learners will acquire basic knowledge about visual communication significance along with its principles which show the design functions in efficient message delivery.
2. Learners will use best practice methods to structure their presentations and choose colors, fonts, layouts and images which strengthen their message delivery.
3. Learners will attain complete proficiency in developing visuals through Canva for social media content and slides and infographics. Students will acquire expertise to utilize templates as well as design components together with customization tools to fulfill their communication objectives.

Content

- 8.0 Introductory Caselet
- 8.1 Introduction to Visual Communication
- 8.2 Creating Effective Presentation Decks
- 8.3 Effective Use of Canva
- 8.4 Data Storytelling
- 8.5 Infographics
- 8.6 Summary
- 8.7 Key Terms
- 8.8 Descriptive Questions
- 8.9 References
- 8.10 Case Study

8.0 Introductory Caselet

Data Storytelling in Business

How Swiggy is Changing the Pursuit of Customer Delight through Data

It was as recently as 2022 when one of India's biggest food delivery platform, Swiggy launched an annual data driven storytelling initiative — Swiggy Statistics — and exposed its customers' ordering trends to millions. Instead of dumping raw numbers, Swiggy created an interesting story around Indian's obsession with food using quirky insights.

For instance, one customer from Bengaluru placed an order for just one samosa 389 times in a year while another client from Hyderabad spent over ₹6 lakh on delivery of the food. And it also threw light on some terribly specific things like Mumbai's relentless Pav Bhaji obsession and Delhi's momo obsession. However, Swiggy was able to turn what could've been orphan numbers into a story that resonated with the masses across the country when they shared it as viral content.

Creating the data storytelling strategy wasn't just about Swiggy receiving better engagement but also evidence of its brand positioning. The report showed us Swiggy's very strong understanding of its users and their ability to create deeper emotional connect. In doing so, it also contributed to helping optimize marketing when it came to what works for Swiggy and what doesn't work on this front, then perhaps what could be coming down the line and whether something that is now is more acceptable or not; as well as much else that can ultimately enhance the customer experience.

This situation illustrates the power of data storytelling to transform raw data into a narrative with context. The Swiggy Group employed humor, context, personalization and narrated the stories rather than just sharing numbers.

Critical Thinking Question:

When businesses develop stories from data to sell or communicate with customers, how can they strike a balance between data accuracy and emotional engagement?

8.1 Introduction to Visual Communication

Visuals have the power to provoke feelings, elaborate on the story and make a lasting impression on an audience. Visual communication is described as messages and ideas being perceived through elements of visuals such as picture, drawing, graphics or other types of images. It is one of the most powerful forms of communication because it enables speaking to and involving viewers in a language-neutral manner. Images Still get more Attention than Text. Visual content consistently receives a higher level of attention and retention, compared to that of text. It helps transmit messages quickly which is suitable for social network, website, electronic advertising and so on.

Communication through the images becomes refined and advanced from simple ABC technique to digital compacted style communication over decades. Past definitions of visual communication had little to do with information, or graphic design, and everything to do with fine arts work such as painting and sculpture. Painters and artists still had to use real things such as brushes, pens and paper to communicate their ideas. However, as the world shifted to a digitised form of technology visual communication has essentially been flipped on its head. The list is compiled using applications such as graphics design software; digital image editing tools, including digital camera software and utilities; graphic design tools in motion-graphics applications; and graphic interactive-alignment programs for media publishing on the World Wide Web. This has opened up new possibilities of the appeal in communication, collaboration and co-participation, fortifying the visual regardless of being digital or analogue – oriented even if we are now living in a digital society. Visual storytelling is a fantastic icon designer who can tell stories with surprising power creating visuals to make the people feel and affect them.

8.1.1 Visual Communication – Why Do We Need It?

With visual communication, one is able to evoke feelings and memories that can create a storytelling entity which helps people remember or get impressed/enhanced the way they move on with their lives in the information saturated world of today. Imagine one day, you sit down to check social media and you suddenly stumble upon an interesting infographic loaded with all sorts of bits of juicy information that actually are near and dear to your heart displayed in an enticing and comprehensible way. Once you make the same realization, it becomes easy to see what's important — and you share with others so we can all be making a difference in making this world a better place one message at a time!

And when used well (like any tool in life, really), visuals help add value and personality to an otherwise dull wall of text and a sprinkle of magic. Whether it is a fancy logo screaming about the company's quality, or a bold and bright poster to attract you to

some event, or simply an awesome web-site design that moves you around with ease – visualization is key part of exciting, creative and challenging the audience. Language like this takes to all of us, no matter where we come from. It serves as a light at the end of the information tunnel, in which we are aware that our messages are being seen (and perhaps read and even loved) amid countless floods of words. That in this is worth all and more interesting reasons how and why little by little visual is becoming the tie that binds us, uncovers us, delves down into our very souls.

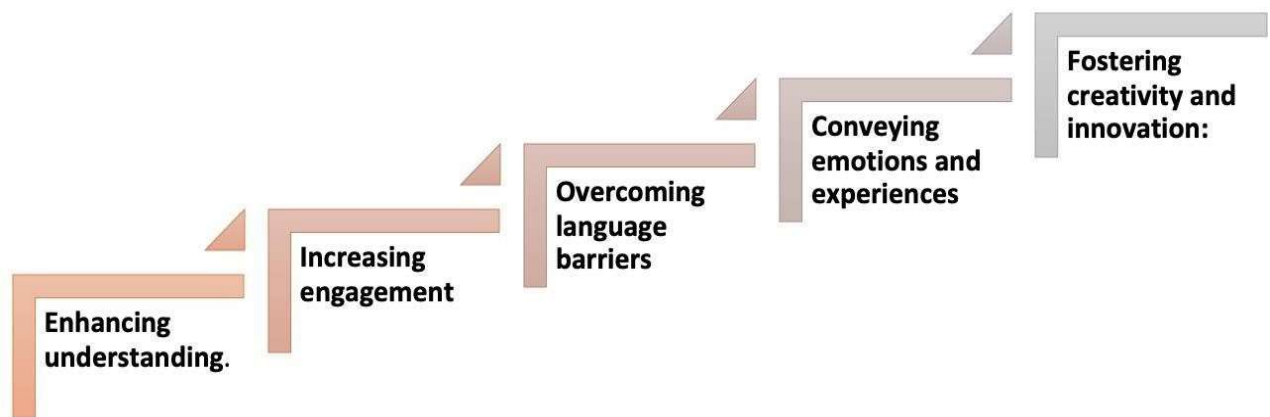


Fig 8.1 Significance of Visual Communication

Visual Communication is important to our daily lives and necessary for the following reasons:

Clarification: In this example of when visuals are used, certain information is presented in a manner that makes it easier for individuals to understand and prevent or minimize misunderstandings of the meaning of this special data. They have the ability to deliver CIPs in simplified segments (concepts, data or processes) to contain easier parts-to-whole constructs. When applied to visual communication it is easily visible and easy to understand and, in communication, conveys more information than speaking.

Drives More Engagement: We're visual creatures; we know that visuals are more appealing and have the potential to draw in more attention than block text. Colors, pictures and multimedia elements which are part of the University visuals communication courses get attention or when you're studying retention and efficacy could be high. In a way it gives you an emotional hook and thus this sort of information is much easier to remember.

Overcoming language and cultural differences: Language difference- symbolic images communication can be a part of this problem culturally but it can easily be dealt with over it by the fact that a pictural description says more than a thousand words. Accordingly it facilitates communication in different cultural and language settings, enabling individuals from various countries to comprehend the sense of the communicated message.

Hallucinating emotions and experiences: One can hallucinate the emotion of someone and be able to describe an experience in as much detail. In this way, artists, designers or storytellers entertaining a user are able to communicate emotions, moods or tales through graphics present on display media thus personalizing the experience to the audience. Graphics are interesting and informative for the viewer, they provide a more mental image than text in plain.

Promoting creativity and innovation: Planning and designing are creative which is stimulated by visual communication. They can even draw their thoughts out, pretend to look at problems or pitch ideas from different perspectives, and share knowledge that's simply better communicated via graphics and diagrams. Through this, two research questions are addressed: Vision communication stimulates imagination, problem-solving and provides opportunities for improving creative solutions to problems.

8.1.2 Visual Communication and its Types

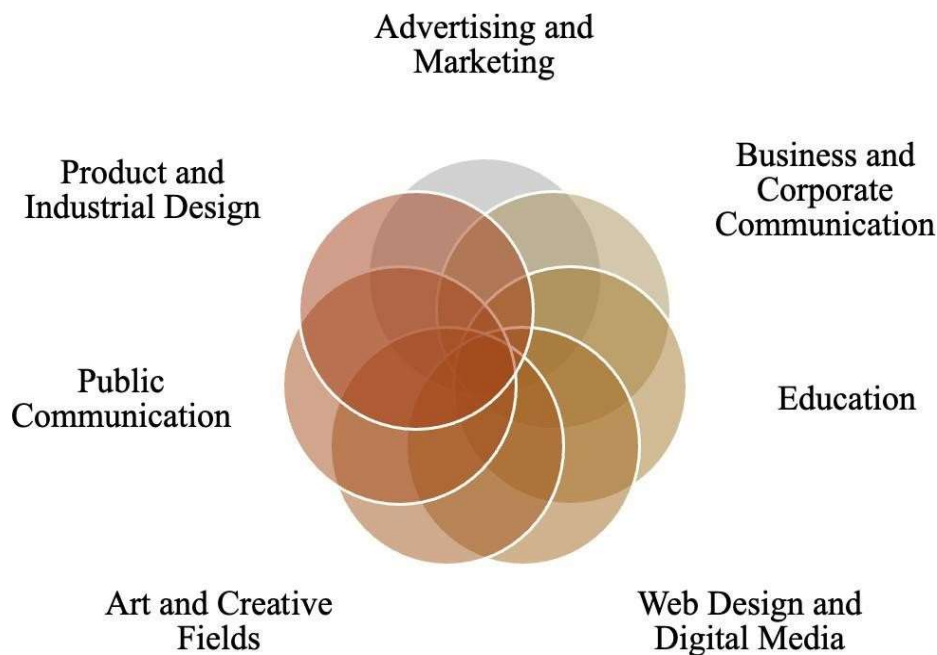


Fig 8.2 Types of Visual Communication

Graphic communication that is achieved through the use of one or more of the following objects: pie chart, video, picture graph and infographic means. From what one knows, then, it is possible to infer that any type of communication where the visual sense alone is used in converting a certain message without voice being involved amounts to visual communication. and the paradigms of culture, social relations, politics and history and to be directed towards the needs of a group. n0 cent./ More interesting a consideraion of the sign in its use an meaning is to be able to re-enforce this presupposition on a preconceived ground such that those presupposed into the construction and use of

language that the same sign can have opposite meanings differing extremely in connotation when looked at from different situations or geographical viewpoints.

In such cases, visual communication is a language to express one's thoughts in the easiest and shortest form. Two people not speaking the same language can't be an obstacle: You quickly work out what the visuals are in your environment. The human brain is such a pro when it comes to things that are visual, versus the written word. And like all other aspects of life today, civilization has influenced how people and things go about talking to each other over the latter half of this century. According to them, it has invented new forms of visual communication every day. So different images might be an interesting risk. Below are some of those:

Graphics: In fact, graphic design is not the same thing as communication through images in general; it is a set of principles and tools whose aim is achieving some graphic objects (the logos, the layouts ...), whereas those objects are also tools together with others such (photography or animations) to send out a message that's more articulated and intense. Even now, multiple technological discoveries later, data management and understanding continue to be one of the most challenging endeavors. What it means is that the software can now hold on to and control the qualities of information that you are, personally, but it cannot do so in such a way as to smell like an interesting mind on its own. Yet such graphs can contrast with prominence and their minds will still not be bored of dealing with data alone." For instance, the bar-chart or pie-chart.

Maps—historical: As early as the beginning of time, maps have rendered service as an essential medium of graphic display. Imports of maps before Google came and started dishing out digitalized maps GPS system, maps was the only way in travelling and to explore geographical places. They can even be used to visualise some features of the community, such as where there are many resources or which areas of the country are most productive.

Models- Models are other type of 3d visual aids which is helpful in this situation. Models are little "pictures" of a picture, that can be used to show and explain a particular point or to get across a certain concept. Other examples might include the Solar system or scale models of various building designs.

Photographs: One of the easiest types of graphic representation of information to generate are photographs. During our English periods, we are taught by the saying written by an author- Edward Bulwer Lytton which says that 'Pen is mightier than the sword'.

But ('A picture tells more than a thousand words'). They can relish shards of experiences years past and speak a thousand feelings through them.

Examples:

Here are a few examples of visual communication over multiple contexts:

Advertising and Marketing

- **Billboards:** Often used to convey a single message, billboards feature bold and clear images and copy.

Print Ads: Advertisements in magazines/ newspaper where text and images are used with colors to showcase the product or service that is being sold.

- **Social Media Posts-** This is for items that are exclusive to the likes of Instagram or Twitter such as infographics, branded videos and memes.

Business and Corporate Communication

- **Slides:** Overhead transparencies showing bar charts, pie charts or bullet points (which then show some factoid or idea) during the meeting.

- **Company Logos:** Unique, easy to remember symbols that are easy to connect with the brand.

- **How-To Videos:** Footage that teaches the host and audience how to use a product or service.

Education

- **Infographics:** Information in graphical forms, such as a timelines or network of related things.

- **Diagrams:** It refers to the use of diagrams like a Venn diagram or process flow to emphasize ideas or models.

- **E-learning Content:** Live webinars, online tutorials or gamified infographics, diagrams or figures with questions.

Web Design and Digital Media

- **User Interfaces:** Images, links etc that comprise the applications and website interfaces to facilitate movement from place to other.

- **Characters in an advertisement animation and Icons in social media promoting organization or a project - Motion Graphics.**

Data Visualization: A type of visual and graphical representation (such as a chart or graph) used in analytics which is located on the dashboard.

Art and Creative Fields

- **Photography:** Taking emotions, stories, or voice to pictures.

- **Film and Animation:** Colored moving pictures with the first sound comments of the show.

- **Posters:** Competitions in design for events, campaigns or an exhibition.

Public Communication

- **Traffic Signs:** Pictograms from the use in mass transport system to directions and instructions for safety.

- **Public Health Campaigns:** Notices for awareness such as putting up of informing leaflets, and posters etc., for purpose of taking cautions during pandemic situation.

- **Maps:** Charts using legends and symbols to indicate locations of geographic areas.

Product and Industrial Design

- **Packing design:** The copy-cat functional shape and the raised aesthetic pattern to catch consumers' eye.

- **Product Mockups:** A pictorial representation of how a certain product will look in the making.

These are just a handful of examples that indicate how pictures and graphics are used in a message, an explanation or a presentation in various contexts.

Did You Know?

- Studies indicate that people remember approximately 80% of what they see and do, compared to 20% of what they read and 10% of what they hear.
- The human brain can identify images seen for as little as 13 milliseconds, highlighting our innate ability to process visual information rapidly.

8.2 Creating Effective Presentation

Know Your Audience: There are seven questions that a presenter should always ask themselves before coming on stage which are as follows:

- **Who is my audience?** Related to this is that you only get value from customizing the content if audience background and knowledge level and their interest is clear.

- **What is my main objective?** Set your speech's major theme—the point you hope the audience will take away.

- What content should I include? Collect the information that will best engage and pertains to what you're trying to achieve.

How to prepare your talk? 5) Have an introduction, a body, and a conclusion that is well laid out. This is of course the logical structure of the content.

- What are the visual and verbal types that will help convey my message? Use slides, pictures and videos, tell stories in general that are interesting.

- How can I ensure the audience is engaged? You can keep your audience interested by using questions, interactions or the real world.

- What is my call to action? This way, you will be able to more directly express what you would like the audience to do after your presentation.

These include appeals that address the content of the text (content-based) as well as its language and images used to convey the message. Example: A presentation to executives will be much more an outcome presentation than a data-based presentation if you're presenting to a technical team. So, this method helps to establish relevance and gain trust of the target audience.

Simple Is Better: The idea of a presentation is most salient when it is simple and focused. When designing the slides, do not clutter it with excessive amount of text or efforts to make it look flashy;* with the latter more likely to impact on how easy users will find it to comprehend. Each slide should only contain one idea, and the words on it must be short and are accompanied by a picture. Proper spacing helps to improve readability and resolves issue due to the crammed up space in the middle of the page. SO keep it simple helps the user so that less things can disturb his eyes but directly follows the intended message.

Put Visuals to Good Use: Charts, graphs, images, videos and other visual information may be appropriate to convey dimensions and complexity of understanding. But these are meaningless without relevant visualisations. To satisfy the goals of the presentation, easily understandable semantically rich and good looking images have to be selected. For instance, bar graphs are powerful in comparisons while summaries can be efficiently discussed by infographics. Every image which is included should be selected very carefully as it can help the material become more understandable and memorable.

Design for Legibility: Repetition and definition play a key purpose in presentation because their variation defines the result. Speakers should make sure that the design, colors or fonts chosen are semantically appropriate to ensure good legibility of the information presented. Right font selections and clear/simple alignment of fonts, color contrast support by the consistency in design. Font colour as a light font in front of, or a dark font on the back of, an image is preferred. Arrangement in a design's layout is

necessary to ensure that the message interpreted by the intended audience is understood.

Tell them a Story: One of the best presentation techniques means to tell them a story as this gets listener slip into sleeplike attitude. Ideally, basically an introduction and a problem or idea development section with conclusion (or call to action). Stories come alive, and what was often simply read or taught is experienced in stories. This not only aids with debunking the concepts, but equally gets you making people care and applying reason to the communication of those concepts.

Delivery Rehearsal: Delivering confidence and a polished presentation has a lot to do with the way you present as well. Presenters should, in their practice sessions, repeatedly go through the content so as to master the duration at which they speak among other things. The steps will focus on learning how to move from one slide to the next, but also tone and body language. It limits 'on the spot' opportunities – being blindsided is unprofessional and makes you look like a meandering fish. Practice that gives the presenter confidence to persuade the audience.

End Sth something impactful You need a good close to end with, so that your audience remembers you. You lead to something at the end of a speech If you're going to ask for action or response from an audience, it should be here. So there's a call to action and the audience has something then to remember going forward, when they leave the room.

Activity: Slide Redesign Challenge

Select a text-heavy slide from an existing presentation and redesign it using effective visual communication principles. Simplify the text, incorporate relevant images/icons, use proper font hierarchy, and apply a strategic color scheme. After redesigning, submit both the original and redesigned slides along with a brief explanation of your design choices. This activity helps individuals enhance their skills in creating visually engaging and impactful presentations.

8.3 Effective Use of Canva

In the context of professional settings, interactions between clients and professionals can reinforce the quality of visual communication further using Canva. Canva is simple to work with and it's free of charge, you should definitely use it in case you aren't really accustomed to Photoshop style software.

To make Canva useful in a professional sense, you need to know how to utilize it because it is very easy. Canva provides templates which are flexible and results is easy

to make but also professional looking products. This feature has long been a key advantage and importance to administrators, businesses that produce branding materials, marketers and communicators. The Canva also offers time-saving user interfaces that are very helpful for the users not having professional designing skill, is much easier to drag and drop objects.

Canva Canva is an online tool that allows creative communication professionals to create beautiful, easy-to-understand communication tools using resources from Canva's library of fonts, images, icons and illustrations. By choosing suitable colors, fonts and images that are consistent with the corporate identity of their agencies they will be able to design materials that are professional and match one's organizations standards.

Canva even offers a collaboration feature that allows people to collectively work on a project and comment or add feedback about the task being worked on. The feature to collaborate is a boon for the team which might have participants all around or are mostly working from home.



Fig 8.3 Maximizing Canva's Potential

In this context of development as a writer, professional writing does collaborate with Canva to user simplicity, relevance and simplicity in use. If you add too much text or try to put a whole lot of things onto the visual, it might make a picture or graphic less effective, or harder to read. By balancing the aesthetic appeal with utility, business people can ensure that their message not only looks good but serves its purpose as an effective and appealing one to the audience.

Getting Started with Canva

While it may be user-friendly even for beginners, its true ease in getting started yields to anyone who is a pro or aspiring professional in the art of visual communication. Here's how one can begin:

Sign Up: First of all, you need to Sign up at Canva for Web and App. Using the platform is quite simple too, because when a user wants an account on the platform, he can easily sign up using his email or through Google and Facebook. Canva also offers a free and premium version, but when you use the free version, you have all of the tools that you need.

Discover Templates: Upon logging in, the user is introduced with a great number of templates for different reasons, including presentation, social media post or cover page and banner. They are essentially templates that can be adapted to suit the user.

Select a Template: After selecting the type of project they desire, users can browse hundreds of available templates. Professional-looking designs for your business Each category of design has its own library of custom templates: there's something for everyone.

Customizable Design: As expected on Canva, you will be able to make modifications to the template and that can be quickly done with drag-and-drop. This involves changing the text, recoloring, exchange logos or image/s and also it changes the font and all the things around that. It also provides access to a number of free stock photos, icons and illustrations that can be utilized in design as well.

Go with the Design Tools: Canva also have a more powerful when you want to tweak your selected designs via alignment tools and rulers, master layers etc. Users can also add their own touch to the look of their design with options, filters and visual effect settings.

Work With Team Members: Using the Canva, users can share a design with another user and give him opportunity to edit the design. You can also check out the comments, suggestions or changes of your team members in real-time on the current design – it means perfect for projects created within a group.

Download or Share: Once they have finalized their design, users can download it in multiple formats including PNG, JPG, PDF and an animated video. Users can share the designs to social media (in a private or public link) for others in the community to access and view/edit.

Thanks to all these measures, the professional can get used to Canva without a problem and create professional quality materials that will allow him to communicate in an efficient way in many settings.

8.4 Data Storytelling

What is a data story?

Observations A data story is just a story you tell about the data, to put it in perspective and make the big picture clear. Whereas business intelligence (BI) or data science focuses on the activity of transforming your data into insights, the data story builds upon those insights with additional qualitative analysis and domain knowledge around a given business goal or objective.

Data communication is the ease of turning a data set into narratives and graphics. It can be applied to establishing context for data insights that you want your audience to know, or even generate the ideas of what he/she would like executed.

So what's data storytelling? There are three elements of it:

- **Data:** You need correct data that needs some deep analysis to be done on its side cutting down. By performing descriptive, diagnostic, predictive and prescriptive analyses one can understand the data in depth.
- **To write a narrative:** A story or scenario, written and/or orally told from the perspective of people experiencing high-level patterns of behaviors; it is an interpretive account of findings, background and stories, as well as a means to understand the intended high level patterns of behavior that the audience would like to see create.

& **Science** Your story is a powerful way to convey information, and charts, tables, graphs, maps—all of these are wonderful devices for helping you tell your story in an accessible way. These can be charts, graphs and diagrams or pictures and even videos.

Data-mediated information may only be supplied to a company's employees (for example, about a need to improve product features based on user data), or to other stakeholders (e.g., convince consumers to buy the companies' products).

Why does it matter to tell stories with data?

The ability to showcase data through a story is handy as it helps the narrator stories of the rich and famous could never, predict where listeners might see themselves in the narrative over all if not those tools wouldn't be at risk would they?

Furthermore, data storytelling helps the explainers in simplifying the data for intended customer and it also helps the storyteller to organize its way of putting the information to different ones. For instance, an auditory listener will get more from a lecture as spoken word while a visual learner could probably use more pictures and charts. In summary, a data story would have to include some form of these elements but in their So in conclusion there will always be either two or one type of these things so the people can get around by thinking differently.

Data stories: how do they differ from data visualization?

Data stories are also sometimes likened to data visualizations. But let's consider that data visualizations are indeed one thing about data stories and are used, for sure, as a tool to tell a bigger story.

It would be remiss of me to emphasize what data storytelling is without just as importantly in recent years adding that sharing stories isn't all there is to it; yes, the visuals help serve various points in a story, but data storytelling also involves domain or topic expertise and an ability to communicate effects on what becomes how its analysis and design can be truly fashioned into something that can tell the who, then what, why, how of a narrative.

Such as, you might create a series of visuals around aspects of sales growth in one product line. Although through the visualizations, you can probably quickly recognize that there is a shift in sales profile from above, or below line; What we need now to do - frame this understanding within the context of either marketing campaigns narratives, or other supply chain constraints, which held inventory back.

Psychological Power of Storytelling

The psychological impact of the story speaks to the heart of professional work, in whatever arena it takes place – be that communication, marketing, education, or leadership. When it comes to understanding and modifying human behavior, stories are a much better vessel for the message than data or straightforward fact. Here is how storytelling draws on psychological mechanisms:

- Emotional appeal, People are not easily interested in lectures but they love stories- that is only where our emotions could be aroused. Stories and anecdotes provoke a certain kind of interest on emotions, events and their aftermaths causing empathy: Novels cultivate the important human faculty of sense. Therefore, an emotional stake in the message is far more potent when it comes from something imprinted at a deeper level. These two will be more of a conversation with the customer, like if a brand tells a story and send messages such as “Taking you back to the good old days” or “inspiring”, this goes well with customers most times.
- Neuroscience: In a study, researchers in the field of neuroscience were able to establish that while people are hearing a story many areas in their brain starts working such as the sections in charge of language, sensorial input and segments used for emotional regulation. Given that these details are there, our brains can start to even get a sensation over heat - like we would feel in a story of a warm homely house. That is not to say that sensory stimulation isn't part and parcel of making the experience as eternal as it can be.

- **Prehension and Retention on a Cognitive Level:** Humans are created for understanding and remembering what is presented in the form of stories. Data doesn't make sense without context, but with a story people can connect the dots so to speak and it helps people take in this new information. It helps the listeners to identify and enable them be able to retain features very easily. In addition, information in story-line fashion i.e. beginning part, middle part and ending part can be readily studied and comprehended. We understand why stories are effective in learning and selling:
- **Building Trust and Credibility:** Let's start with touching upon another myth – it is not all storylines that connect when construct trust, but if they can then it is because narratives have elements of authenticity and real emotions being shared by people. First, when leaders or brands share their experiences, particularly if they are related to some kind of obstacle or failure, individuals see themselves in them. With belief, trust is all indispensable for establishing and maintaining trustworthy business relations as many theories have acknowledged.
- **Making Meaning and Purpose:** We need reasons for why something happens to us, and stories give us those reasons. For instance, business people use storytelling when they are sharing a vision, explaining a company's mission and inspiring a team. By telling the story that connects meaning to cultural values or goals, leaders set a definitive direction because people are hungry and apps ready to act and do something, move in the way to go.
- **Behavioral Influence:** One more way that suggestion does its magic is in the storytelling, which happens to be a form of persuasion. This is because when people are led to think ahead, they can be motivated or persuaded to engage in specific behavior based on a positive construction of attitude and/or action. A lot of advertising, public service campaigns and political speeches — not to mention debates, now that it is debate season — employ stories to change your mind and lead you to do something.

In conclusion, it is possible to conclude that the psychology of storytelling can involve emotions, remember, trust and make sense (and possibly change) the behavior. By telling the story current creatives help change behaviour and cause an audience to cry and beg for actions conducive to the required result.

When and How Data Matters for a Good Story

Data storytelling includes the same elements of story as any narrative, as follows: Elements (we can think of them as dialogue, plot, and theme) and Components (we might consider characters, plot and themes).

Position the reader of your wisdom as, just for example, an analyst combing through their company's performance data and suddenly stumbling across a correlation which finally explains why revenue is down on the most recent quarter ... it's entirely because

one segment has stopped buying – among 14-23 year olds. The decline is attributed, the analyst says, to a meme post created with disparaging remarks about the e-commerce giant's environmental impact. The story is later constructed involving these four components:

- **Persona:** Characters involved in the story line could be teenagers from 14 to 23, the environmentally conscious consumers and of course employees. While not all of them are going to end up in your final deck, the analyst has to get them down on paper before they can start piecing together the whole.
- **Scene:** A planned meeting has been organized to discuss the current situation where all of a sudden there is a decline in the selling trend, over the past couple of months especially amongst all male and female clients who are aged between 14- 23 years. The same applies to other audience categories when the spotlight is put on the steepest decline – in young audiences.
- **Conflict:** The underlying dilemma reveals itself: A post on social media griped about the company's environmental unfriendliness; just like that tens of thousands of young consumers abandoned the product. The analyst quotes instances, notably culled from Harvard Business Review, that consumers are increasingly aware of their environment and products sold under the cover of eco-friendly business model have the potential to gross more revenue compared to ones marketed under a non-eco friendly business model. The participant similarly utilizes modern environmentally-damaging production methods in order to account for the loss of customers' interest with regard to the product, and supplements it involving graphic figures.
- **Resolution:** The strategy is that long-term goals should be laid down – Sustainable manufacturing plant descriptions for changing the basis of the facilities. The analyst further posits that marketing and public relation should try to reflect all the audience segments' shifts towards this change surrealistically. The visualizations serve to make clear that forward-looking companies investing in sustainable manufacturing can also count on ECO- novices as potential customers.

In lack of a conflict data story: if a marketing campaign is going well, we can eliminate the conflict element and focus only on the successful patterns being seen.

Facilitated by these components employed in shaping the data story and supported with appropriate data visualizations, that story can be a well-told avenue to help move those insights out of the heads and into the hearts of an audience.

How to Tell a Story with Data

Although data storytelling is a complex methodology and could take different forms based on your domain, on a generic level there are five key aspects of any killer data story: Use the right medium for conveying information.

Find the Story in the Data: In choosing the narrative for a set of data, you must choose what this data is implicitly telling you. This applies, for example, to identifying an association between two variables and finding a correlation or cause in a given dataset. Although it might not necessarily be valuable, an analyst can experience what I like to call 'research happy moment', as in they discover something from the data set which is at least somewhat interesting and usable as more than just noise. This creates the market of a data story that would help explain it to dodgey stakeholders (they may well also be technophobe).

Decision Point Audience Previously, who are you telling the story to and what do they know? This is critical to set the level of technical density in analysis by regarding what element of the story listeners are interested in hearing. For example, while the C-suite will care about what are the business implications of the results The data science team will not be concerned with statistics behind the result.

What Data Matters? I cannot take credit for these headlines - just rewording what I liked to see as someone begins to tell a story with data When telling the data's story, it is so easy for us to get paralysis in analysis worrying about "all that other bad stuff" we don't even have yet. "The challenge with working with big data is that a lot of these companies today collect so much data and the storytelling piece can be harder to determine which data sets are more important for the story." So, in many of the cases it makes sense to understand first what is the data that is going to be useful and will let us describe topics we (and/or others) are interested to talk rather than starting with looking at available data. For example, if the narrative is about how customers feel about the business, then data on sales, customer use of the products and services of the business and customer feedback will be relevant but stories that tend to make you focus on what it's like for employees who work in businesses would not be useful. That will certainly take away where things get watered down and/or the audience gets randomly pelted with something else.

Process Your Data and Lead to Some Findings: So next you have your data analysis, finding patterns that make sense of the information. It was going to take another run with the numbers, maybe there are some relationship between some numbers that haven't come out yet or folks plan more or spend less at times. By leveraging these relationships and patterns, the overall concept of data story can be extracted.

Decide Which Type Of Data Visualization Is The Best: (It is worth noting that data visualizations allow us to simplify data and make it more appealing for the audience) There are too many types of visualizations, obviously, and so you need to choose the one that fits your data best. If you're comparing data over time, for instance though, there's a decent chance you'll need to use some kind of chart that also has time series data. Such as a line of opportunity based on the Close date quarterly and department.

Structure Your Story: Word-of-Mouth Message The structure that consist of the Introduction, Presenting Problem escalating tension, Climax section offers Shock point or an Aha perspective and we find a resolution to problems in the Falling Action section and finally there is the Press Conference message thrown back (Epilogue). This type of flow can still be useful when telling a data story. Leveraging a sensibility that people care to read about, will help hook peoples attention around becoming savvy consumers of the information they are already paying attention too and give them some context and perceived importance on the story that your data is trying to tell.

Rewrite the Story Until the Path is Uncomplicated: Regardless of what angle of information you are trying to communicate, making sure that your story — because it's ultimately a data story so to say as well — is not a complicated one. Like any writing and like any presentation, it should be checked and edited over, and over, and over again until it can become as clear as possible. Data stories are no different. The distraction of things that aren't very relevant will take your audiences mind off what you're saying more than anything else when it comes to making a speech or presentation.

Example: Storytelling Visualization

Data visualization is a powerful way to make informative and expressive of the character certain factually or dataset. Here are a few examples of ways to use various types of visualizations towards professional storytelling:

Line Graphs for Trends over Time:

A data analyst would like to express his opinion and obtains the sales pattern over a five-year period up till now. This way, with the help of the line graph the analyst may find how growth or decline recurred and connect that to a specific business decision, an event, or another factor. For instance, a drop in number of units sold following a campaign to recall the product is readily understandable.

Section of a Story: Line or this graph may represent setting, scene behind the narrative of an event, how something happened.

Bar Charts for Comparing Categories:

Data from a survey could be interpreted by a marketing manager to show the results of how people across various demographics responded to a new ad. Bar chart showing sales or engagement levels at each age group/Geo location: to demonstrate different audience engaged with the campaign.

Element of the Story: The bar chart could illustrate 'the people in the story – various audience types and how they responded to what campaign.

Pie Charts for Part-to-Whole Relationships:

An illustration for HR teams to portray data in the form of a pie chart includes: by department, or type of employee benefits used. It is this kind of visualization which helps to tell a story about how resources may be getting allocated, or where exactly in your organization one problem might be affecting different areas.

Story Element: The pie chart can “highlight” the “conflict” by showing inequalities or low scores e.g. you may be overworking some departments, under deploying certain resources etc ...

Heat Maps for Geographical Insights:

An example would be a sales director who wants to give an overall impression of how much the products he sells are sold over regions and will use a heat map that paints areas with high sales activity warmer than other areas. It could serve to identify ‘hot’ spots, or areas where overstatement is occurring which needed to be looked at in greater detail, or the places where there might be most opportunity for the business.

As A Story Element: It can be a great “stage” too – any place the sales are registered let’s you see where the business is focusing.

Scatter Plots for Correlation Analysis:

A data scientist might choose one of the graphical representations to show revenue from selling products in relation to advertising costs. The audience can figure out whether the two variables are related and, if they are, how they’re related directly from the scatter plot: each point represents a data pair (e.g., spend vs. revenue).

Story Element: The “conflict” is evident in the scatter plot - e.g., does spending cause proportional sales to increase or do other factors come into play?

Process or Workflow Visualization Using Flow Chart:

A project plan from a project manager who is regularly communicating the details of a product development process should include: idea generation (the process that starts with a problem and ends with an approved notion), creation (design) phase, testing and verification phase, and release. This helps the audience understand how a project goes from point A to point B.

Story point: The highest-level flow chart showcases the “resolution” that is intended to provide an illustration of what enables the successful result for a product launch or completed project, and also likely capture any obstacles or concerns.

Infographics for Summarizing Key Information:

Marketing directors can draw a basic chart to show icons, percentages and how many were needed to describe the success/failure of any one of the marketing campaigns they have implemented.

Story Element: Infographics pull the “characters,” “setting,” “conflict” and even a little bit of the “resolution” into one, quickly digestible visual representation of all these things.

Dashboards for Real-Time Data Insights:

For business heads - they can monitor Sales, Customer interaction & Website hit rates via the real time dashboard. A dashboard aggregates all you need to know in one place, so that you can tell at a glance how the business is doing.

Story Point: Dashboard is more data that changes, therefore decisions can be rapidly made as they are now more live based. It also lends a hand in tallying the miles for troubleshooting or reaching goals.

Activity: Infographic Creation Challenge

Design an infographic on a topic of your choice, such as environmental issues, health tips, or business trends. Use tools like Canva or Piktochart to visually present key data, statistics, and insights. Ensure clarity by incorporating icons, charts, and minimal text. Submit your infographic along with a brief explanation of how your design enhances understanding.

8.5 Infographics

Definition: Infographic or information graphic is nothing but representing the data to communicate a message in the fastest possible way. Infographics are great for those who need to pass a message quickly and in an easy manner, if you get bored of reading really large articles or data and want to observe patterns of data as well as cut long story short, see the relation between the two; just track changes in variables.

Infographics' Usage It has become popular as it could help to display information in a more appealing fashion since the designs aid in expressing heaps of data. Infographies (infographics) Ps: une infographie est un visuel d'information, catégorisé dans de nouveaux médias, concrétisation du datajournalisme ou des visualisations interactives. There are a few relative steps to the creation of an infographic, which closely includes the graphic design, data display and narrative components. Here is an overview of the procedure:

State Goals and Targeted Users

- Objective: Determine what the core message of the infographic is. To inform, to convince and/or to entertain or translate complex data into something that makes

sense? This goal will help to decide the nature of the material, its organisation and composure.

- **Audience:** Focus on who you will be presenting the infographic to. The design, additionally, both tone and level of difficulty of the topic must be appropriate in relation to readers' knowledge and affairs.

Gather and Organize Data

- **Data Gather:** Obtain all of the information you will need to input on the infographic. It may be numbers, Research and history data or important messages that need to be conveyed to the customers. Make sure the information is true and reliable with portions connecting to the subject at hand.
- **Arrange data:** There may be a necessity for arranging the data in such a way that it makes logical sense. Break the results down in to sections, groups or topics and find which ones are essential to your conclusion.

Choosing the right kind of Infographic

Choose which type of infographic works best for you, based on your data and message:

- **Statistical infographics:** To communicate statistical and other information in a numeric, factual manner.
- **Timeline Infographics:** This is utilized when presenting the time of an event.

In processes that involve stages of procedure or any sort of operations, sexy process infographics are good choices.

- **Geographic Infographics:** For spatial data types like maps and other category-based data.
- **Comparison Infographics:** They add further details on comparison or similarity between numerous things. Informational infographics: To provide a broad introduction to topic without needing to explain much in depth, (driven by non-numeric facts)

Sketch and Plan Layout

- **Make a Quick Drawing:** The first thing to get on paper is always the basic design, draw a rough sketch of how the icon should look. This helps to organize the information in a way that can be understood, or put another way, to achieve a good transition between one part and another.
- **Information Flow:** Determine how the viewer will interpret the information presented. The third characteristic of a good layout is that the eyes are taken easily and naturally from one part of the layout to another in order to make them understand clearly about the work.

Design the Infographic

- **Colour:** Choose the colour sensibly as it should match with your topic and ensure that they are readable. Then you pick opposites if you want to contrast but don't overwhelm the viewer with too many colors at this stage.
- **Typography:** Select a readable and not difficult to eyes font. 2-Use differences in font sizes/license for, headings, subheadings and body text When choosing the terms type and size include within level.
- **Icons and Illustrations:** On this, it is more preferred to make simple drawings of Icons, images or illustrations which represents the main thoughts that are meant to be conveyed. These components are meant to improve cognition and simultaneously fight against the mountain of texts closed off from each other.
- **Charts and Graphs:** preferably, include the points in numbers; depending on the subject of an infographic are the choice of bars, pies or lines graphs etc. Ensure that these visualisations neat, well-labelled with both titles of the graph as well as of different x and y axis.
- **Whitespace:** Use more white space to avoid the crowd of stuff and it will make an attractive flow of an infographic. It avoids an excessive fullness and yet the design will look well filled out by overlapping with other sections.

Add Context and Annotations

- **Title and Headings:** Use the headline of your infographic as its title, this should read like an article headline plus it should summarise what your infographic is about. Utilize the columns, sections or subsections with headings and subheadings.
- **Data Labels and Annotations:** You can also add short notes to some cells in the table commenting what a certain chart or number means.
- **Source Attribution:** It is also a significant consideration to give source of data if you work is taken from outside, so as to enhance the credibility of the work.

Refine and Edit

- **Make Sure It Is True:** Check that everything you write is true and in line with the style of text in a message. Review the continuity of your message and make sure the parts connect as you go from one to another.
- **Read through:** Check the page again to ensure that there is no spelling, grammar or typographic errors. Mistakes in text can undermine the generally professional look of an infographic.
- **Consistency** Yet, the style should be consistent in the graphic design and colors, fonts or other things.

Publish and Share

- **Export The Infographic:** Finally, save the infographic in its desired file format such as PNG, JPEG and PDF if you plan to share it on social media, website or printing magazine.
- **Spread the Word:** Share the infographic with where it's going to live (social media, email, blog or presentation)

Tools for Creating Infographics:

- **Canva:** An easy to navigate tool that includes templates, icons, and fonts for beginners and experts.
- **Adobe Illustrator:** For the expert design skill, this tool is great for infographic design because all of the editing part from its chart element text to every line in your graphic could be modified.
- **Piktochart:** An online tool geared towards generating infographics and raw data solutions with a lot of available templates and settings.
- **Vennage:** Lots of pre-made templates offered, and most suitable for those who want to achieve the perfect infographic without being a designer.
- **Visme:** A tool that combines the use of infographics, as well as presentations and other visual content in one platform.

So, how to make an infographic? The design of the infographics includes gathering relevant information from reliable sources, choosing right type of materials and presenting it visually in the form of simplified information. When they're created with clarity, simplicity and visual pleasure in mind, infographics are original representations of complicated content as a digestible form for comprehension (and recall).

Applications:

Infographic is a detailed graphical representation that helps to manage the large amount of information, makes it easier to use the data in a much more convenient way. Here are just a few of the many ways in which infographics can be used:

Data Visualization & Data Reporting

Business Performance Reports: Companies also use infographics to reveal their KPIs or Annual General Meeting where number comprehension is necessary.

- **Market Trends:** as in trends or consumer behaviours, findings of what the competition are doing can be shared - again you can get an infographic which gives them a snapshot summary of what they want.

- **Financial:** Banks use infographics to show everything from margins of profits to growth in revenues, and rate of investments; just so that every one can understand the data.

Marketing and Advertising

- **Product Features:** Display different features of the products/services, (what type of benefits from it or a comparison on two very much similar service that you offer) help the customer decide faster.

- **Campaign Results:** Infographics are used by marketers to show how well a certain campaign performed or what it accomplished, such as spread on social media, website clicks and sales.

- **Branding:** Infographics may be used to communicate the message, value and history of a brand, and simultaneously build its identity with the audience.

Education and Training

- **Make complex topics easy to understand:** Teachers or educators can use infographics to explain complex information, whether it is the scientific process, history timeline or mathematical formula.

- **Instructions and guidance:** such as simple diagrams showing what to do (e.g., organizer instructions using icons and text step-by-step, how to use a tool or create something)

- **Study Aids:** In the education sector, infographics are used to revise information taught during class by the teacher as an abbreviated review for students to easily understand core knowledge.

Social Media and Content Marketing

- **Engagement and Shares:** Many social networks including Facebook, Instagram, LinkedIn or Twitter are an ideal platform for Infographics. Due to the rich of the visual content, the treatment enhances engagement and share-ability on social media.

- **Content Summaries:** You can use Infographics for breaking down: Blog posts, a research article or even one piece of news into small components of content that are suitable for social media profiles.

- **Infographic Series –** Businesses can develop a series of infographics that cover aspects of a topic, with each infographic leading to the next, such as a walk-through on digital marketing or step-by-step guide to a specific product.

HRM and Business Communication

Company Overviews: Infographics can show a company's mission, vision and values, its organizational chart, etc., so that a new hire or an interested stakeholder can easily see the company in one look.

- **Employee engagement** – use infographics to display statistics about your benefits packages or wellness options for employees, or even other notable awards.
- **Employee Training:** When training their employees, most HR Departments find it useful to have an Infographic to explain a policy, process or 'an employee's journey.

Healthcare and Wellness

Medical Information: Doctors integrate infographics into their teaching to help patients understand a particular illness, therapy or operation.

- **Public Health Campaigns:** One of the most common purposes for creating infographics is sharing health and safety advice; this might include an immunisation schedule, ways to wash or food choices.
- **Health and Nutrition:** From routines to maintaining a diet to get around the workout blues can be an effective infographics topic.

Event Promotion

- **Schedule of Events Information:** It is much easier to incorporate the agenda or calendar of events using infographics.
- **Attendance information:** they can show attendee age, gender, nationality or city, or also illustrate event features, making the exchange of information effective for the management of events and follow-ups with attendees.
- **Venue Layouts:** Infographics can be used to display event venue maps (for conferences, conventions or festivals) to visually see where speaker sessions, exhibit booths or designated areas are situated.

Nonprofits and Advocacy

- **Awareness Campaigns:** Nonprofit organizations use infographics to share information related to a societal issue or cause in order that statistics, problems and solutions are consistent visible from one population to another.
- **Impact Reports:** By utilising infographics it makes it easier to demonstrate how much impact a non-profit organisation has made ie the amount of money raised, number of people helped or projects completed.
- **Donation Requests:** Nonprofit organizations often use infographics to communicate where their dollars are going, and graphically show the impacts of your dollars.

Travel and Tourism

- **Destination Guides:** It also can feature the hot facts and numbers on certain travel destinations and accommodations; travel tips, etiquette.

- **Itineraries** Healthcare Institutes and organizations can develop illustrated checklists in the form of infographics to display travel options, Tour spots, entertainment time schedules and much more.

- **Travel Data:** Some of the favourite uses include; to present travel statistics, trending in tourism, data on travellers'.

diet and nutrition or the impact of tourism on economy.

News and Journalism

- **News Stories:** Infographics are found in the majority of news stories such as politics, science and technology or world matters.

- **Election Results:** There could be also other aspects in the case of election share infographics like which area voted how and their gender ratio or basically on what all scale people voted and so as the infographic meant for that election.

Legal and government communication

- **Law and Policies:** Legal data can be conveyed as infographics to comment on legal trends or recruit for/of the public or staffs.

- **Legal Processes:** These plans Go through the steps of formal proceedings such as what legal action to take, what legal course to pursue in a court system and what legal procedures are necessary for Immigration.

- **Publicity:** Infographic's can often be seen as part of the operations carried out by the government, which had resulted in that State Organization generating diverse informative campaigns with the purpose of increasing knowledge of citizens on their responsibilities-based activities, and on fiscal protections and additional services granted to them.

Real Estate

- **Property Listing:** For example, a realtor could use an infographic to educate consumers on features and assets of properties that are listed for sale or rent, or amenities available in certain subdivisions, or dissimilarities and similarities between different models of houses for sale or rent.

- **Market Trends:** Graphical representations of housing trends, for instance - infographics may be used to show how prices or property sales or markets or demographics are being depicted.

- **Investment Opportunities:** Through infographics, investors gain the knowledge about potential returns, market condition, and trends for a long time.

Science and Technology

- **Research works:** What the data analysts researchers do is to use infographics in their research work when they need to show a result of a study or technical research.

- **Product Demos:** Tech giants use infographics to demonstrate the history, and values that are added of a new evolution in products / software solutions for laymen to understand beyond their IT knowledge.

Consumer Behavior and Trends

- **Market Segmentation:** Often we segment customers using infographics and hence demonstrate the variance amongst segments based on demographics, needs or buying behaviour.

- **Consumer Thought:** For example, some consumer behavior trends and preference-related issues may need to be conveyed via infographics between business corporations to enable smooth communication.

In each of the situations mentioned above, infographics prove to be a good medium to present such data and can transform otherwise complex information into clear, digestible visuals. When it comes to business operations, education, medical and marketing purposes, there is need of using infographics for the purpose of conveying ideas to others.

8.6 Summary

- ❖ Visual communication is the delivery of information through eyesight, by using graphic representation or design. And by presenting complicated data in an easy way, it aids the comprehension, retention and involvement.

- ❖ It is as engaged in storytelling, focusing the data and can also emotionally connect to messages through visual communication. Business, education, and marketing are very popular with it.

- ❖ Your presentation deck (PPT) should be well-structured, not a lot of text on slides and have high quality graphics. Here are some key things to keep in mind: Always be consistent, arguing with contrasting colours for reading, and don't clutter.

- ❖ Other things to think about and include in your website are clean fonts, minimal color palettes and clear images. Remember that the rule of 3's applies for your slides, and use white space to increase clarity, as well as bullet points – not paragraphs.

- ❖ Canva A powerful WebDesignTool available for users to visually appealing present reports, poster and infographics. But it comes with pre-designed templates, drag and drop elements and is super user friendly.
- ❖ Alignment, contrast, repetition, and balance are emphasized in Canva's approach to designing like a professional. Users should be judicious in selecting its templates, brand it well and demonstrate it to be legible.
- ❖ Data storytelling is the integration of data, visualization and story that bring the information alive. Instead of naked numbers, the data now come dressed up in charts and graphs and a lot of storytelling that rivals what you'd find around the campfire to keep idiots like me from turning off our iPads and wandering away.
- ❖ Information is quickly transmitted through infographics by incorporating text and pictures. They're great for summarizing reports, dissecting complex ideas and enhancing a social media profile.
- ❖ Statistical, Timeline, Comparison, Process and Geographic are some of the popular types of Infographics. Choosing the correct structure, will help you to sound fresh and appealing for your listeners.
- ❖ The visuals are powerful and get people to increase their understanding, convince them and therefore take action. Good visual design for communication happens; whether in presentation, Infographics or data storytelling.

8.7 Key Terms

Visual Communication: To share concepts and ideas information through visual representations— such as images, symbols, colors, typography, illustrations, and design fabric. It makes content more graceful and intelligible, and more imaginative which is better for understanding, recall and engagement.

Presentation Deck: A set of ordered slides designed for presentations to disseminate information optimally. The details change, but usually range from text and images to charts or other form of multimedia meant to visually engage and support the speaker's point. However, some of the tools we are most familiar with when it comes to creating deck presentation are PowerPoint, Google Slides and Canva.

Quotation: Along with that is the image, which shows users how to use their tool Quotable.io and offers a free pre-designed template "12 Sales Brokers Every Marketer Can Steal." Spark by Adobe: Pre designed presentation templates, social media posts, marketing materials etc.ercul1Useful Softwares/ Sites For Creating Quote PicturesGraphic Design Tools26.apurple.jpgCanva –An Easy Way To Create Online

Graphics And now let's get into online graphic design! This allows users to create gorgeous content without needing such complex design capabilities like drag/drop, font selection, stock photos or customisable design elements.

Data Storytelling: The art of transforming numbers into meaning by combining narratives and visuals to reveal insights. THIS is that of the reading or interpretation of numbers, in which we look for their characters and their patterns and in whatever way it appeals to us as interesting, persuasive or intelligible for a decision or information. Great data storytelling enables people to interpret and effortlessly comprehend complex data, and drawing them in and capturing their attention.

Infographics: A visual image such as a chart or diagram used to represent information or data and intended for illustration Graphic representation of information, data, or knowledge presented in a way that can be quickly grasped Infographique An illustration made from different types of graphics, including designs Infografika peut également inclure du.a texte et de.s représentations géométriques Méthode de visualisation de l'information ou des données par une représentation graphique simple avec peu de mots Informational pieces disseminated widely Finely woven fabric Solid figure representing a section cut out (not drawn to scale) Scholastic news document Typesetting ability Typographical character. Infographics are the perfect means of breaking down complex subjects and serving that content in an easy-to-digest manner, and can be used all the way from marketing to educational, business plans to a teaching aid.

Slide Design: Aesthetically and Functionally Presentation Slide designing. A good slide support develops according to clarity, simplicity and dynamics a combination of properly used text, pictures and graphic elements on how is presented the topic by the speaker in order that people would not lose attention. I'm talking about rules like typography, contrast, color balance etc.

Contrast: The cornerstone of good design that increases differences in color, fonts and shapes to make the text (and draw attention to) more legible. This assists with the process AND retention of information because high contrast = important info.

Order of Importance: How the elements guide a viewer's eye from most important to least by visual and textual cues. In presentations and infographics, hierarchy ranks the most valuable information so that it receives a higher ranking in terms of size, colour or bold type.

Negative Space: Also known as White Space, are the areas devoid of content that provide breathing room for the parts within and emphasizes contrast, in turn increasing readability and aesthetic appeal. Used appropriately, white space prevent cluttering, enhances the main messages and presents the content with a sophisticated and polished look.

Data Visualisation / Charting: Graphs, maps, charts and other types of visual representations of data. This method converts the complex numerical data into an easy-to-interpret form that helps in analyzing the trends, comparing values and making decisions whereas if we leave as it is will not interpret this much. A proper data visualisation tells a great story and makes consumers understand the data in the shortest time possible.

8.8. Descriptive Questions

What is the importance of visual communication in enhancing the efficiency of a presentation? Provide some examples of how visuals help with getting the audience to remember your message and become engaged.

What are the main things that a good presentation deck should include? Use a great slide deck as your example, then explain the concepts of contrast, hierarchy and white space which make it a good slide deck.

Canva has several templates available for presentations and graphic design. If a business professional would like to use Canva and display their creations, how else can you use Canva to show off your own presentations work to others here? Provide a real-world example.

At the core of decision making is data storytelling. Explain why it is useful to integrate data, narrative and visuals while demonstrating how although challenging such integration might make information richer. Illustrate with an example.

Infographics are widely used in marketing, education and journalism. Analyze an infographic and describe the decisions about how to color, depict, and arrange its contents contribute to its success.

What if you are a startup pitching your company via some pitch deck? How would you show your slideshow to be sure it was clearest and most compelling? And how would you use what tools, and supported by what reasoning?

Explain the pros and cons of using PowerPoint vs Canva to create a presentation deck. In what situations would one be selected over the other?

Now, imagine a company needs to report a sale's data to investors. How could you apply some data visualisation techniques to make the info canning, moveable and clear?

What are the typical slip-ups when it comes to creating presentation slides? How can I not make mistakes like that and have better progress slides which are more professional?

How is the visual hierarchy and typography a way to succinctly present your message if you were able to download, read, and remember it the way YOU want? Illustrate the best practice, and what not to do.

Imagine, somebody asked you to share something about market research with people who don't understand what it is. If you are going to use the concepts of data storytelling and build something interesting that is going to be both clear but also engaging, how do you do that?"

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8.10 Case Study

Writing online - Cheat for Writing a Great Blogpost and Making a Great Presentation Deck

Communication is more than ever the crux of what makes or breaks a business, educator's, or content creators fortune in digital. Two incredibly powerful tools for information dissemination, authority building and audience engagement are blogging and presentation decks. But so many people have difficulty writing interesting blog posts, or creating presentation slideshows that are visually appealing. IN this case study, Amit is someone who works in marketing at Zomato and he has some issues about how on earth can they improve their blogging and presentation skills in the current situation of work.

Introduction

Amit loves being a content strategist in India's #1 food delivery and restaurant discovery platform, Zomato. He blogs, he delivers presentations to clients and stakeholders all the time. A professional, he has low engagement with the audience and visual fails sometimes too. They've also been blogs in that they drive traffic, build credibility and help me get people to engage with the content, but they've also been presentation decks where I simplify complex information into something digestible as you see here. Amit wants to get better and thus he looks at what things are mostly holding him back, corrects them and then has a result that in general is stronger.

Problem 1: Lack of Blog Engages Readers

Amit noticed that no matter how much effort he was putting into his blog posts, they were just not reading and responding back to him enough. It failed due to un-structured content, no storytelling and not solving the user's need. Solution:

- **Research:** Amit researched what his audience wanted, their pain points and what they liked about Zomato using Zomato's analytics tools. He created reader personas to help him deliver his content.
- **Entertaining Formats:** He used storytelling, case studies and examples (e.g., user generated reviews, restaurant success story) to make content interesting. It also incorporated media such as photos, videos and infographics to aid in readability and recall.

Problem 2: Shitty Presentation Deck Design.

When Amit first began to present to restaurant partners and investors, he noticed that his slides were not relaying the information he intended for his audience in a clear manner, and key points were getting lost.

Solution:

- **C.A.R.P. (Contrast, Alignment, Repetition and Proximity):** With this design principle Amit designed his slides to look visually appealing. With relevant visual of restaurant stats, user engagement data and success stories to back up his main points and reduced text to a minimum.

Structuring the Flow Slides had a logical introduction, body and conclusion. To keep their judges engaged but not overwhelmed, they "spiced things up" with bullet points, diagrams and animations when presenting.

Conclusion

Amit became better at both blogging and presenting by using these techniques. Zomato's website and increasingly with his blog posts and it started taking up snowball. He made the company's presentation decks more compelling and thus secured stronger partnerships and investments for the company. Amit therefore utilised intriguing storytelling methods with the audience, managed visual communication principles and in addition went on to enhance every written and visual conveys. Which, yes – it did bring in (and continue to) readers for his blog and he got the point of what was important across loud and clear too.

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Unit 9: Strategic Networking & Relationship Building for Career Success

Learning Objectives

1. Through the use of LinkedIn and professional networks, learners will also form meaningful professional connections and develop solid networking strategies.
2. Through best practices for approaching networking events with confidence, engaging in conversations and establishing long-term professional relationships, learners will apply.
3. Self-assessment and reflection will lead learners to create a personal development plan: specifying growth objectives and proposing a skills improvement method.
4. They will tailor structured follow-up procedures, keep in touch with the contacts and monitor his or her personal and professional growth.

Content

- 9.0 Introductory Caselet
- 9.1 Importance of networking and personal development in career success
- 9.2 Leveraging LinkedIn and Professional Networks
- 9.3 Approaching Networking Events Effectively
- 9.4 Building and Maintaining Professional Relationships
- 9.5 Following Up and Staying Connected
- 9.6 Personal Development Planning
- 9.7 Summary
- 9.8 Key Terms
- 9.9 Descriptive Questions
- 9.10 References
- 9.11 Case Study

9.0 Introductory Caselet

Connections as Path to Your Successful Career

Emma Johnson had her first job, as a twentysomething executive at a midsize digital agency. What has she to show for it in the 17 years since: plenty of technical talent, an open mind to new ideas — and little progress. Promotions and leadership were always just out of her reach.

Challenge:

The problem that tugged at Emma was a common one — one that tends to get overlooked: invisibility. She was not some big shot in her organization or the industry she worked in. Being without mentorship to help direct the arc of her career, she often missed out on high-profile projects. She was also less professionally connected, and had fewer opportunities.

Have you ever felt overlooked in the workplace, no matter what you're capable of?

Turning Point: Realizing that talent alone wasn't enough, Emma decided to take control of her own career and used relationships to move higher up the ladder. She decided to integrate with a senior marketing director at her own company, who was happy to share some career advice and industry insights. This was the beginning of her turnaround.

Actions Taken:

- **Networking within the industry:** Emma began attending marketing conferences, and participating in online forums and linkedin groups to connect with leaders in her field.
- **Cross-Functional Collaboration:** She offered to assist in cross-functional projects and networked with others in the organization to gain greater exposure.
- **Value Contribution:** Emma was naturally someone who frequently shared information, solutions, and insights — making her an invaluable resource in the field she worked in.

What's one thing you can do today to make yourself visible outside of your core team?

Outcomes: Emma's investment more than pays for itself in the first year:

- A mentor recommended an executive development program to develop her supervisory skills.
- A source at a top firm clued her into a senior marketing job after meeting her at a conference — and she got it.

- A high-impact campaign she worked on caught the attention of her company, which gave her a promotion to an emerging leader position.

Conclusion:

Emma is a case in point for how strategic relationships can fast track your career. There is value to skills, but it's the ability to connect and get a mentor/add value that will make you as much if not more successful.

Who in your world today might make a good mentor or connector? How do you bonus something of worth in return?

9.1 Importance of Networking and Personal Development in Career Success

Networking and professional development are imperative to career success, not an option in today's crowded work force. In fact, only 15% of all jobs are filled the "traditional" way (i.e., applying), as per a 2023 resurgence linkedin report – showing the ever-increasing importance of connections vs. job applications and resume scattershots. It is equally so in India. A 2024 Naukri.com survey, 70% of Indian professionals said their last job change was the result of successful networking.

Contemporary examples further emphasize this. People like Harshil Mathur (co-founder of Razorpay) found their initial funding and guidance from industry networking events, persons who knew other persons and so on. Likewise, Radhika Gupta, CEO of Edelweiss Asset Management often talks about how building peer group and visibility in the professional ecosystem aided her to find a way into a domain that was primarily run by men.

Those are examples of the way in which a certain technical skill or credential may prick up ears, but who you know and how you can use your contacts matter most. And there is something to be said for attending industry meetups once a month and contributing in forums and being present in places like LinkedIn that really move the needle on how fast your career grows.

Significance of Networking

Making connections is very important when it comes to finding a career for yourself And does so by an opportunity down the line. It offers a set of job referrals, introductions and relationships with people some may not otherwise have contact with. The personal branding and credibility you can build out of a good network, too, has a way of being more than useful as it morphs to better your life when the moment arrives for shifting lanes in or moving up the career game. It promotes peer engagement, skill and knowledge crafting which you could learn from reputable industry leaders and

mentors. And to that networking can offer those tough hard competitive sectors a little bit of the emotional support and resilience that is required.



Fig 9.1 Common Examples of Professional Networking

9.2 Leveraging LinkedIn and Professional Networks

Social media LinkedIn, and pretty much every other professional platform have been strong feathers in our career hat & connecting within the industry. These professionals can flaunt their expertise, chat with others in the field and even apply for jobs that otherwise they may not have known about using a traditional process. For example, if you have the 'how' your LinkedIn profile appears configured to create added value like fixing broken links (and more), using words correctly and right placement ("gently" do this) of best keywords in the title section of your profile as well those parts not seen by others, visibility is enhanced here. You can talk about it, you have something to share – and there is some great networking with potentially fruitful partnerships.

In addition, industry forums, conferences, alumni networks etc are excellent places to leverage for exchange of information and guidance. When you're utilizing it effectively, professionals have a network and you kind of know how to use that network to become visible, they're keeping their finger on the pulse of what's going on in the profession and looking at options.

9.2.1 Optimizing LinkedIn Profile for Visibility and Credibility

You can use all the above to build a strong LinkedIn profile – your professional face will shine, and you will attract recruiters, others in your line of work & a whole host of

collaboration opportunities because EVERYONE is getting sucked towards YOU! To do this, you will need to have created a profile that is full of – among other things - an amazing professional shot, strong headline and a well-crafted expertise-driven summary.

Key words, endorsements and recommendations are great for experience and skills sections to be found easily which does lot of credit for the profile. There's also the fact that being out there and active on the platform, adds to your credibility in terms of professional standing – commenting on a post, sharing industry insights, making some good connections. How on earth to balance personal authenticity with professional glam is the secret to getting the most out of your LinkedIn as a career building tool.

The Complete Guide To Reinventing Your LinkedIn Profile For VisibilityName your profile accordinglyAlways remember that the first thing a potential employer will look at is your name, so ensure that it's relevant to their search and an accurate reflection of who you are. Include keywords in the work experience section When drafting up the work experience section of your career change resume, include all relevant positions and, if it fits into your overall strategy, use only an SEO friendly format.

LinkedIn has grown to become the largest professional network globally and optimizing your profile ensures that it enables people to trust you more and receive improved career opportunities as well as position leadership in their industry. And I find that a well-constructed LinkedIn profile is easier to spot in the search results and that my employer partners (and THEIR customers) will have an easier time locating me. Best Action to Turn your LinkedIn Profile Into a Success Today, try these 6 important things that work.

Choose a Professional Profile Picture

The pfp is the first-issue impression for everyone who opens the profile. Headshot photos, professionally taken, are going to bring more views and interactions to your profile.

Consider the following:

- Select a good, high quality picture that was shot against a simple background.
- Prepare workplace clothes- office clothes for corporate executive lines and casual office apparel for artistic work.
- Revealing warm and leadership portion Profile to create an inviting environment for viewers.

Craft a Compelling Headline

Your LinkedIn headline appears next to your name and is your main calling card. Instead of phrasing work titles in the conventional format, include a headline that encompasses what they do and their worth as employees. A strong headline should:

- Use professional keywords from your industry to increase the likelihood of people finding you by search online.
- Show off your best work skills and job abilities.

(DISTINCT o.beschreibung) AS oBeschreibung # dennoch wird damit Text angezeigtThe product title of the translations and the product.name in one language should be displayed with a nice matching headline / summary query to draw attention away from plain text.

Example:

Original Headline: "AI and Machine Learning Software Engineer Builder of Web Solutions at Scale" Better: "Software Engineer | AI & Machine Learning Enthusiast | Builder of Scalable Web Solutions That is, unless they break the character count rule but you get it.

Write an Engaging "About" Section

My point is the 'About' section allows people to show off personality and job hits next to their career aspirations. A compelling summary should:

- Tell your member in story form, as opposed to raw data.
- Demonstrate your career progression and refer to critical skills in conjunction with what you believe in as a professional.
- Directly from your point of view, talking in this way will help you to keep readers more interested.

Share availability to discuss developments in AI.

Example:

Since 7 years ago When I stepped in field of digital marketing my expertise's are SEO strategies, content strategy and telling brand stories. I am here to revolutionize how businesses serve more customers with help of digital. As marketing lead for XYZ Company, I increased our online traffic by 50%. But feel free to work and learn with us as we connect.

Rewriters Be less like how job holders described their work history and their abilities.

The experience listing should detail exactly what candidates did in those positions as well as their top job achievements and results. Each job entry should:

- Provide a plain-vanilla description of what the person actually did while in that role.
- Group achievements under separate bullets.

Example: “My leadership 10 employees resulted in a sales growth of %40 for my team.”

It depends on how well your profile learns to attract more results, also based on your professional skills.

- Add relevant industry-specific skills.
- Nominate and rank three professional attributes that one should rely on to be recommended.
- Ask colleagues for professional endorsements that enhance the profile.

Use Keywords for Search Optimization

LinkedIn assists professionals in finding each other in a network. Append appropriate words to assist hiring managers and connections locate the profile quicker.

- All areas (headline, overview, past work history and skills) should include words related to the type of business.
- Select a variety of alternate phrases for your marketing jargon that appeal to all your audiences (“content marketing” vs “digital marketing strategy”).
- Integrate keywords in natural way to your content throughout the text.

Get Recommendations and Endorsements

We trust professional recommendations more when we see that colleagues and clients have endorsed our profile.

- Ask trusted colleagues who are familiar with your job skills about job requirements.
- Recommend solutions that are trusted by others.
- Your friendships at work help LinkedIn to see you as an expert and the platform ranks you higher.

Customize the LinkedIn URL

By default, the system makes uppercased and lowercased links for every single profile. A custom URL is more professional and makes sharing easier.

- Click on LinkedIn Settings to open the Edit Public Profile & URL section.
- Simplify your LinkedIn URL to one like linkedin.com/in/johndoe.

Always have this URL on biz cards, resumes and signature to each email.

Respond to Content and Build up Your Profile Reputation

Profile optimization is different from setup because it requires ongoing involvement.

- Continue to share good industry stuff as you normally do.
- Show your expertise with LinkedIn articles.
- Reply to industry leaders on LinkedIn to increase your profile views.
- Share your highlights with career-related milestones to keep your profile active.

To establish expertise in digital advertising a marketer needs to write the article “Digital Advertising: The Future”

Join LinkedIn Groups to Increase Your Professional Connections To join LinkedIn groups associated with your industry is also to increase the number of connections you have and grow more visible.

- Share the significant information in online debates on business sections.
- Get business connections with people who have similar interests, and may know possible hiring partners.
- Getting involved in professional events to keep having a snippet of the facts.

Keep the Profile Updated

Hiring managers want someone who's active and well-rounded on LinkedIn but also because just having an online profile that looks good now isn't enough to keep up with the way you evolve in your career.

- Include any of the new skills you've acquired and recent credentials on your profile.
- Add recent work history to your experience section for each new position you've held.
- Rewrite the section that details your career growth.

A well-optimised LinkedIn gives you a hand in creating & promoting your professional brand, making it easier for people to identify you & your abilities. Those that bring together good professional presentation, interesting content and selection of keywords, along with engaging on site will emerge as industry leaders, and pick up new work opportunities.

9.2.2 Engaging with Industry Professionals through Posts and Comments

If you're not using LinkedIn to grow personally and professionally, passively just having a great profile will only get you so far – but that's only if you're engaging - liaising, thought

leading & conversing with your industry gurus. Post a smart content, comment on valuable articles and posts of the others and you'll be seen becomes trustworthy and connected. So you have tools at your fingertips as a professional to get grounded and engage within your industry on LinkedIn if you do it well.

Share Thought-Provoking Posts

- Unique content, not cached articles help build a professional brand while showcasing your expertise.
- Discuss challenges, trends and innovation in the industry.
- Tell a story in the language to engage and connect with readers.
- Get in and out Be succinct, bullet-point or do paras.

Write and Publish LinkedIn Articles

When professionals outline information in a long-form text, they are able to create depth of thought, have an extended discussion within the virtual world and position themselves as thought leaders.

Subjects to be based on Expert care and of interest our industry.

- The case studies and practical how-to's give the work a weight of its own.
- Catchy headlines, clear structure and relevant images add to the reading experience and engagement.
- The CTA post or question pose at the end of blog, encourages people's thoughts and conversation.

Engage with Other Professionals' Posts

Liking and replying to the updates from industry peers, contacts, even influences can help get eyes on your content and network.

- Contribute knowledgeably rather than just posting a generic response (please make an effort to VARY your comments!).
- Talk about the subject, share personal experiences or an educated opinion.
- Ask follow-up questions which lead to even deeper conversations.
- Provide value content to satisfy professional network requests.

Engage in Industry Specific Conversations and Groups.

We hit the follow-up to make things easy for you.No one has timeThese days people are busy, and meeting others in LinkedIn groups or discussions can be a great way to connect with other like-minded folks.

- Join active groups that correlate with professional interests and the trend in industry.
- Build credibility by adding to conversation with useful knowledge.
- Add related content articles, case research, and sector trends to the conversation mix.
- Provide assistance with informed answers to establish yourself as the authority.

Leverage Strategic Hashtags and Mentions

Hashtags and mentions are relevant because they help posts get more reach or more engagement.

- Tag the hashtag of your industry like #Digitalmarketing #DataScience in 3#Leadership.
- Engage in the live news under trending discussions and make your valuable point.
- Adding value of the mention, industry experts and contributors to discussion.

Acknowledge and Appreciate Others

LinkedIn is NOT all about self-promotion, but it's about recognizing people and saying "thank you!"

- When you celebrate the accomplishments of peers (a new role, a promotion, a successful project), you're celebrating yourself.
- Suggest words and skills endorsements to add credibility as a professional.
- Post thoughtful comments about contributions of team members or mentors.
- Share content of value that other people can share (including your own content) as well as personal thoughts.

LinkedIn Live & Webinars get to know engagements

Attending live and webinar sessions on LinkedIn provides some great networking and learning opportunities.

- Keep current with industry trends in the conversations.
- Continue to ask yourself whether you're asking the right questions and give actionable insights so that more than one person can benefit.
- Remain in touch with speakers or participants to talk about further innovations beyond the session.

Maintain Consistency and Authenticity

The good networking on LinkedIn is frequent engagement and authentic interaction.

- Engage on the site by posting regularly (once or twice a week).
- Be real about it, and mix in professional knowledge to make something great.
- Focus on all that is true in life, and not the falsehood or shallowness, which is what will make you strong in having real professional relationships.

By joining discussions, contributing actively and also connecting with people and constantly learning about the domain (through LinkedIn), People enhance their credibility, grow their network and stay relevant in the industry. LinkedIn for professional knowledge sharing, discussion and connections.

9.2.3 Utilizing LinkedIn Groups and Professional Associations

LinkedIn Groups and organizations are perfect spots to network with professionals, share information and help your career. These channels make it possible for the opinion leaders of their sectors to communicate with the masses, answer queries, discuss new issues and trends in that industry. By leveraging LinkedIn Groups and other professional groups, you can increase your professional bona fides and open the door to new career opportunities.

Creating a Professional Network: LinkedIn is focused on Groups that are professional associations, it becomes the area for people to connect with like-minded professionals of industry experts and your future employer. This action enables experts to network, build viable relationships with individuals, and eventually create an opening toward their career's development.

Transfer of Knowledge and Expertise: (Trade Shows) Here also we can use on-going communication as platform to exchange ideas, experience or sector knowledge. Members may also contribute by posting stories to the forum, taking part in on going discussions and sharing their experience which helps the reputation of work completed on them.

Industry Trends on the Rise: LinkedIn Groups and professional organizations can be great reference points for staying up to date with industry trends and what is syndication at your company. People can stay competitive and agile in an ever-changing market terrain, with conversational leadership content and wisdom sharing.

Boosting Professional Credibility: Active membership is a slight feather in your cap; it shows you are not here to fuck around, and that you get the space. When you're having those type of conversations, sharing great content or contributing to them - that's what an industry person does.

Benefits Of Career Opportunities: It Could Lead To Your Next Job Becoming an active member of organizations or LinkedIn groups can open new doors and networks. This is

because recruiters are known to troll these platforms looking for potential hires and it's the best way to leverage your career through such channels.

9.2.4 Reaching Out for Informational Interviews and Mentorship

Use informational interviews and mentorship to enhance your career development. These connections are great for industry knowledge, career counseling and possibly even job leads. LinkedIn or professional networking platforms have made it easy to connect with industry veterans, mentors, and senior professionals to gain knowledge, gather more insights and expand the circle of your professional network.

Identifying the Right Professionals

Whether it be for an information interview or someone to mentor you, first identifying the appropriate professionals to contact.

- Find industry leaders, senior execs and subjects experts.
- Hunt down professionals with the ideal experience and role on LinkedIn. For example: Alumni from the same university or ex-colleagues who may assist you.

Crafting a Personal and Heartfelt Comment

Structured message gets you a reply.

- Mention something that you and the person share, are interested in, or can otherwise appreciate.
- Get clear on that purpose: Is it to secure an informational interview? Is it for career advice? Is it to be mentored?
- Keep the message short and respectful of their time.

Preparing for the Conversation

The preparation for seeing a professional is crucial, when some one agrees to see.

- Develop a list of provocative questions to seed the conversation.
- Be flexible and accommodate as much as possible for them.

Conducting an Effective Informational Interview

An informational interview is about giving and receiving information, demonstrating potential, developing business relationships — not asking for a job.

- Don't lose the informal style altogether, but keep that conversation going in a professional tone.

- Listen up when you hear something that brings a big takeaway.
- Ask some follow up questions and that will prove you were interested in what they said and curious about it.

Expressing Gratitude and Following Up

Expressing appreciation strengthens professional relationships.

- Send them a thank you note within 24 hours of the conversation, thanking them for their time and insights.
- What was an important lesson you learned in the conversation?

Establishing a Long-Term Mentorship Relationship

They are solid if a professional keeps teaching/advising them for as long as he's willing to.

- Maintain contact by contacting them within a few days.
- Get advices on a regular basis but not in such a frequency that the mentoring becomes burdening.
- Share successes, put their suggestions into action, and keep them up-to-date on your career.

Utilizing LinkedIn for Mentorship Opportunities

- Join some LinkedIn groups that are industry specific to establish a bit more professional networks.
- Engage, exchange and inspire through influencers' posts.
- Publish something that would repost the cognition posts, which are aimed at people in the industry already.

Engaging in Structured Mentorship Programs

A number of organisations and universities have structured mentorship programs.

- Explore company-sponsored mentorship initiatives.
- Enroll in online mentorship programmes for career development.

Respecting Boundaries and Time Constraints

Not everyone has the time, or will make the room and space to mentor or for informational interviews."

- Assuming the best, if they say no or ignore you about anything.

- Don't spam or cross, if there's no response the first time, let go.
- Express thanks for their time if they can't come.

He said career advancement always began with informational interviews, in combination with mentorship. If for example, people pay attention to some of the other areas (as indicated accept finding) they'll see that you need to firstly: identify the right people get smart with your message engage in meaningful discussion and develop relationships - all where great knowledge and career opportunity is reached. If you want a successful career in the long run, then there is not any substitute of developing exceptional professional connections for years.

9.3 Approaching Networking Events Effectively

There are few places that offer networking opportunities for business professionals as effectively as at a conference. Some of the strategy behind these events themselves: strategic hand-fulling (not a word, but oh well), thoughtful planning, courageous speech, and active presence. you simply have to put the right time into plan, but with no action there's never any reward People are able to set realistic goals when actual planning is involved a little of this isn't just at home, but being out and about - meetups, conferences, company social nights (if you're in position), networking type gatherings -- and really hearing what people say and engaging them as you (not bullshit talking - i mean be genuine). It is a way for professionals to connect with influential people which could mean the opening of new doors and career advancement in the long run.

9.3.1 Researching Events and Setting Networking Goals

Professionals need to do extensive research and identify appropriate networking events by industry, area of interest and career goal in order to reap the maximum benefits. Part of going through the list, ensure that you know about all relevant conferences seminars, industry meetups, company positing at which key people and organizations will be. Clicking the best opportunities to get involved are in the event agenda, speaker line-up and audience.

If so, it is important to define networking objectives. You can aim to improve industry understanding, locate a potential mentor or customer, hunt for a job or even just maintain existing business relationships. The good networking is the inculcation of an organized approach like; - who are three most important people to meet and how do I connect with them, - how do I start a meaningful conversation.

9.3.2 Crafting an Effective Elevator Pitch

A solid elevator pitch can make your networking event experience so much easier. An elevator pitch is a well-prepared introduction that lays out who the person is, what he does and why it matters in 30 to 60 seconds.

It was named “elevator pitch” based upon the idea that your pitch should be able to be performed within an elevator ride. It’s a device you can use to open up serious conversations, establish relationships with people who might become friends or useful in some way and make a good impression on people you’re talking about work, services or joint projects.

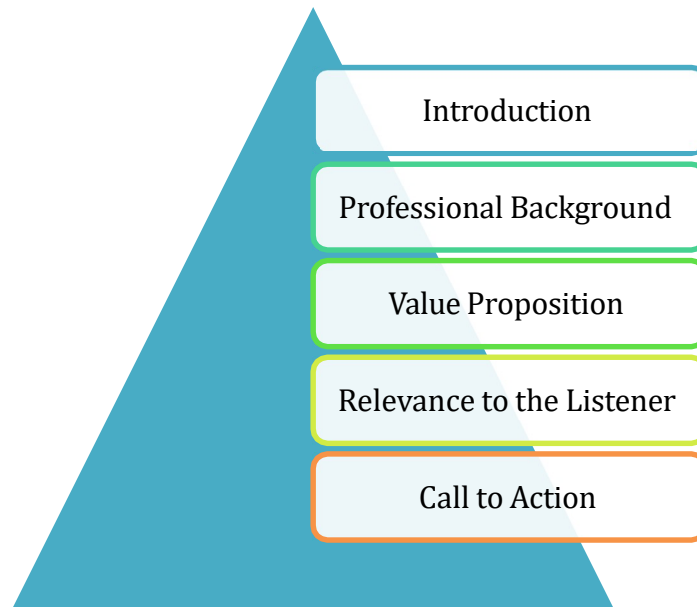


Fig 9.2 Components of an Elevator Pitch

An Elevator pitch is made up of these elements.

What makes up an elevator pitch?

STEP 1 – Introduction Start with a brief but interesting introduction that states who you are and what makes you special. It’s an establishing shot, and it hooks the listener.

Professional Background: Describe in a few sentences your current position, what is relevant about your previous work or what are you a specialist? Then focus on what’s **UNIQUE** about the other reasons why you rock in your industry.

Value Add: What exactly do you offer? Utilize Opportunities to showcase the skills, best or unique contributions that make you unique/so different yet so special!

The relevance to the listener: If you can discuss how your skill set or service address preferences and trends in their audience’s market, your pitch should be tailored towards this. The immediacy becomes a connection.

Call to Action: The call to action should finish by soliciting further conversation (interest in speaking), an exchange of emails, or appointment scheduling. Keep it open-ended and professional.

Example: Elevator Pitches in Various Situations

a. If you are a Job Seeker at a Networking Event:

I am "Rahul Verma" Data Analyst having expertise in transforming raw data into business insights. I have worked more than three years in financial analysis, and I've helped companies optimize investment strategies through predictive modeling. That's been on my mind. It really got me thinking, though, in a new direction where I can use my analyst brain in a way that propels us forward to the business growth that we need. How does your company make analytical decisions I'd like to know?"

b. When An Entrepreneur is Making a Pitch to Potential Investors.

Hi! I'm Ananya Singh, Co-founder of GreenTech Solutions (GTS), a startup focusing on sustainable and cheaper solar energy solution for urban households still in the making. We've cut bills in half for our pre-adopter and are looking to team up with strategic partners who can bring our work to the next level of impact. I was curious if you would be willing to get into how renewables could reshape the way we use power in homes?

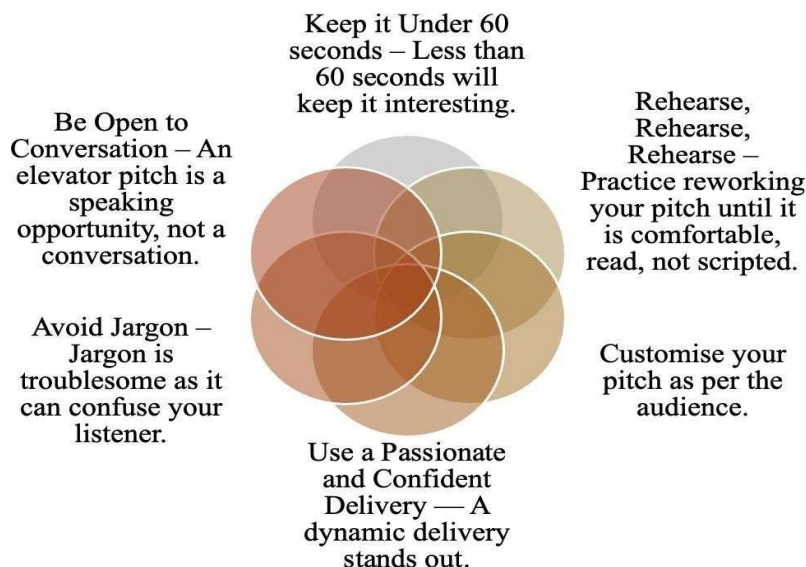


Fig 9.3 Tips for Effective Elevator Pitch

9.3.3 Strategies for Initiating and Sustaining Meaningful Conversations

- **Open With a Bang** – It uses the subject of how to have meaningful conversations like an enveloping warmth with a rousing ice breaker for starting things off on inviting foot and cutting through. Ease it in with a compliment or start with a thing, and then a

relevant question. For example, at a networking even you can start an argument about anything they heard from the event or what are their thoughts around any hot industry topic.

- Active Listening, Express Interest - Demonstrating high energy around listening to others about the topic will generate more engagement. For example, it will be 'Your motivation into studying an open-ended for a career medicine? or "Where do you see the future of this business" It will nurture thought provoking chats, real talk and deep power exchanges that we really need right now.
- Find a Common Ground – The more things you share, the better for the preparation of the relationship. Now, that is an interesting topic of conversation, however the question will be far from interesting if you hold such things in common (not forgetting working in the same industry, having friends in common and the same career prospects).
- Read Cues Both in What You See and Hear One – notice what is non-verbal: eye to eye, nodding where you nod, enthusiasm in your voice. It makes your conversation smoother and more effective, but it takes the zen approach of borrowing cockiness – not too much though – from a chatty Gym Bunny, whose marital status is "available to try anything once.
- Raise the Value of Conversation – Discussions are valuable when more is placed in them; however it has to be practical insights, or helpful information, or useful suggestions. There should always be a whiff of that valuable resource, alternative angle or curious article – worth thinking about again.
- Balance the Exchange – The give and take of an interchange should be balanced. Stop dominating the conversation or prodding your partner to join in. Follow up questions are answered and the conversation is kept open and alive.
- Transition and End Conversations Well – the ability to jump onto a new subject with skill or end a conversation at just the right time adds another strand or thread in for good interaction. Thus making transitions such as summarising findings, moving on to a related topic, or ending the section by expressing gratitude. It concludes with a hint at how the conversation (of email or social media) might have proceeded.

9.3.4 Navigating Virtual Networking Events

Virtual events for networking are online meetings, discussions or other interactions that occur on virtual platforms, to enable attendees who are professionals and industry leaders to network with colleagues, discuss relevant topics and learn about businesses. Thus, these are events as an alternative of physical networking which is providing the platform to act through virtual mode to those actions for career advancement, meeting and sharing and many more.

Features of Virtual Networking Events:

a. Effortless and Accessible: These virtual networking events are attended by users from across the globe which annihilates geography as a factor. It makes the engagement inclusive since now you don't have to travel or be present at that time, professionals from different time zone and also working in a different industry/background can easily participate. It also makes networking more accessible to those who are less mobile or perhaps a little "time poor".

b. Formatted Networking Events Virtual events have traditional in person networks but with well formatted slots like, throw off rooms and one on a single video encounters. Thanks to searchable formats, audiences can now head straight for the right connections and enjoy more meaningful conversations. The concept of AI powered matchmaking is a bit of motivation by some such platform that act to put people with common interests industries or objectives in touch.

c. Interactive Engagement Tools – Virtual events are active dialog with gameDing This will include all:

- Live chats for real-time conversation
- Participate in live Q&As with panelists, speakers.
- Polls and audience questions
- Raise hand to participate in structured participation.

That helps keep people engaged, and to engage not passively, but with questions that can be addressed on the spot.

d. Diverse Networking Opportunities

Regarding virtual events, there are also those who can connect virtually with practitioners not in their space or other industry professionals who could not physically attend a location because of location or the cost. Other than connecting with and expanding networks to a wider ranges of people such as business owners, managers, job hunters, visionaries So as collaborate not just on joint ventures but also creatively across industry & globally.

e. Seamless Digital Experience

They mostly tend to work on user-friendly virtual networking systems with easily calculated date formulas, real time notifications and may even include auto-scheduler programmes. With the chatbots and everything else it brings you together based on shared interests so it's not like, 'Oh, they're hot' — and then you talk to them and realise that this is someone who shares your political beliefs or whatever. Furthermore, digital

event agendas can ensure attendees stay informed of where they should be and when to meet so as to not let any engagement opportunities pass by.

f. Content Sharing and On-Demand Access

The lure of recorded sessions, presentations and webinars after the event could be a strong attraction behind virtual events. The feature allows attendees to catch back on interesting highlights of the event, play back a session they missed last week and continue learning even after they stopped attending, writes Gerard Donnelly-Smith in Event Manager Blog. Additionally, the networking event enables speakers and exhibitors to distribute resources including whitepapers, case studies and reports.

g. Profile Customization and Virtual Business Cards

The profiles they compose are rather thorough, and you receive a wonderful idea of what they're good at and interested in from reading their profile. Most every app has a virtual business card, offering the chance for either party to follow up post event. They can also mention their skills and accomplishments and ask for them to be brought up in networking conversations.

h. Cost-Effective and Time-Saving

Savings are from travel, hotel accommodation, venue rental and F&B outlays for live events. It also saves time as it enables the visitors to plan their meetings in a convenient manner without the fuss of travel. Now organization can plan for large scale networking events with no logistics issue, that could result in smooth and less costly events for both organizers and participants.

9.3.5 Types of Virtual Networking Events:

a. Webinars and Panel Discussions: They include experienced guests, thought leaders or professionals invited on board discussing the relevant subject matter in an engaging session. With Q&A sessions and live chats, polls for instance they all present a superb chance to attend, participate during and get to know similar professionals while learning tons.

b. Virtual Conferences and Summits Online conference events that appear to model themselves after traditional conferences. And they could also include keynote presentations, breakout sessions, networking lounges or virtual booths that will allow attendees to interact as much or as little with the speakers, exhibitors and fellow attendees. That is what these events are, industry networking and finding out about new trends etc.

c. Speed Networking: This functions similar to speed dating, but for business networking. Here we pair each two participants together for short, one-on-one

connection sessions during a set period of time so everyone has the opportunity to meet and connect with another participant. (An AI-fueled matching too) could be used to match users with similar interests, or working in the same industry.

d. Virtual Roundtables: It's small, focused discussion on something of interest to same industry or professions people. The full participation in these sessions is promoted and knowledge disseminations as well, provided with the opportunity to reconnect with the industry's most influential players in an intimate location.

e. Online Job Fairs: Virtual job fair for job seekers and employers that accommodates virtual video interviews, chat room and job posting serving as exclusive medium between candidates and hiring companies. submit resume, attend company presentations, meet & chat with recruitment managers – you can do that... and so much more!

f. Networking Happy Hour & Social Mixers: These informal virtual get-togethers focus on relationship-building in a relaxed and laid-back atmosphere. During the icebreaker activities or games or guided discussions, there will be virtual coffee chats or virtual cocktails. It's a great way to meet some really cool people.

Virtual Mastermind Groups: Virtual mastermind groups are small and niche networking group of professionals that come together to hash out issues, goals, and share expertise. Mastermind sessions frequently include structured discussions, problem-solving work, or accountability partnerships for goal setting and productivity in career, business, and other goals.

h. Industry-Specific Meetups: Virtual events catered to professionals in a specific field or industry sector. Fellowships like these allow one to establish friendships with others, exchange ideas, and define opportunities in a new business area.

i. Interesting Network Events: The use of 'in the room' and 'virtual participation' for participants to take part without being present in the same place. Geographical location is no longer an obstacle to networking with this experience.

j. Mentoring and Coaching sessions: Virtual mentoring that links experienced professionals with those who are seeking a path in their career lives. They are 1:1 as well as group based and most definitely offer learning experience and long lasting professional relationships.

9.3.6 Importance of Virtual Networking

The power of virtual networking and as an essential platform for professionals to rub minds, network and log mileage in their career especially in a cyber-first world. There are so many things we can benefit from when we learn to swim strategically:

Professional Networking: With no geographic limitations, professionals have better chances to meet with authorities or even fellow job seekers in other time zones. While there is career potential in that access on the way up, there is also a whole lot of room for shop talk and mentorship.

Staying On Trend In The Industry Every now and then you may get a bit of gossip about what is popular in an industry at the salon. Hearing speakers and talking to attendees is one way of keeping up with their profession.

6) Increasing Visibility & Credibility: The professionals who participate, ask intelligent questions and share their knowledge are being recognized as industry experts. And that visibility leads to a job, business collaborations and leadership roles.

Enhanced Digital Communication: Anything that's happening on these platforms can be incorporated far more seamlessly than events in the real world as people get better at communicating through video calls, chats and online presentations. And skills like those are proving more useful than ever in remote and hybrid work situations.

Opportunities to Learn From Others: Webinars, panel discussions and even breakout sessions with industry leaders tend to accompany virtual networking events. Such visits make knowledge and skills available; they provide for contact with authorities.

Long-term professional relationships; Professionals have the ability to maintain a working relationship with those they meet beyond the event in opportunities that lead to long-term relationships, such as mentorship and job leads.

It's for this reason that playing the game of digital networking is essential and to master it like a pro, and realise these advantages however you see fit best enables career success in today's digital age.

9.4 Building and Maintaining Professional Relationships

Good relationships, professional partnerships are how you have a career -strong ties often yield opportunity and mentorship, which means long-term interest. If you're going to be able to develop any sort of real professional relationship with someone, successful communication – it's got to fall in at least the top 2 or 3 things. These connections need to be built and can only happen through ongoing support, relationship and collegiality. These connections can develop through industry events, in workplace collaborations and sometimes even on digital platforms; they also increase career potential by creating room for new opportunities while also encouraging professional development.

9.4.1 The role of Authenticity and Mutual Value in Networking

When networking works: The power of authentic relationships to drive opportunity
good networking is built on authenticity and delivering value for one another in a relationship.

- Real Networking: Build trust and be reliable in anything you do. "Having depth to our relationships gives them more stability, and people are drawn to those they can connect with on a deep level as opposed to on a superficial one," Kessner says. "Processing others with honesty allows for layers to form." Secondly, true networking even assists people to outline their skills experience, aspiration applicable in a sincere and compelling manner.

The core of effective networking is giving value. You, as a professional can do one next level action step beyond what you personally gain and contribute whether it be information or support or connections where they matter most. Reciprocity is the cornerstone of any relationship validating it.

General stupidity, lazy connections, and small talk are out while networking becomes significantly more real, authentic, and mutually valuable as humans behave the same way they would at a party with each other's career being your shared ambassador.

Example: LinkedIn Connection That Led to Career Progress

Sarah, a marketing executive, participates in an online industry webinar and offline encounters David (a digital marketer). In real time, Sarah didn't jump right in and ask for job leads – instead she broached a subject they had in common: the newest in what's happening with social media marketing. Then she followed up with a customized LinkedIn message thanking David their exchange and referencing an article they would both be familiar with. Sarah began by responding to his posts, commenting on industry news, and sharing relevant thoughts. David reached out to Sarah just a couple months later and thought you would be a good fit with her existing relationships at the company.

Key Takeaways:

Authentic dialogue, not pushing one's own agenda: That is how Sarah built a true connection with her clients. She replied to some comments and remarks, thereby adding value to it as she built the rapport Received a couple of questions in turn from someone posting. Sarah didn't ask for a position, she was recommended to an opportunity just because they had a real conversation. Here is networking based on authenticity and reciprocity that actually creates career opportunities and outcomes.

9.4.2 Leveraging Alumni Networks, Industry Groups, and Mentorship Programs

Building a strong professional network involves leveraging the connections, who may lead to networking opportunities and resources. And, the more formalized support in the form of alumni groups, industry organizations and mentoring programs that can help you advance your career, exchange ideas and develop as a professional.

Alumni Associations: Background-college buddies! Alumni network can connect you with people who are professionals and alumni of same or similar background. Many schools offer online directories, networking opportunities and LinkedIn groups where alumni are chatting about job prospects or career advice. Alumni can stay in touch with friends by using the networks available and for job leads and guidance.

Thinking Bigger Industry Groups: Broaden your horizons and network by getting involved in professional industry groups—online (such as a LinkedIn Group or Slack group) or off (a trade association, business club)—that surface themes and best practices happening in the field, as well job opportunities. Whether you're in a room talking, on the phone or at a conference, showcasing expertise throughout while giving of one's self adds up to credibility that endears itself to influencers (talent agents and managers), boss types and potential business partners.

Mentorship Programs: Getting Direction and Support Professional mentorships are a bit more formal, actual programs in which professionals are paired with suitable mentors to receive guidance on how to advance their careers, skills and other much more tactical advice. There are often opportunities for mentoring within the companies and organisations with which we work or study, so that you can be supported in your career journey. To connect expert mentors and feedback providers, to accelerate your development, get fresh perspectives and explore broader career possibilities.

Tapping these resources for your success: Professionals here must continue to contribute, be engaged and leverage whatever the networking channels have to offer. Influencers in the form of alumni, industry associations, mentoring programmes and so on can also carry career progressions, learning new features and a helpful network.

Developing a strong career network Networking is essential for career progression and long-term success; it gives professionals a chance to forge new connections, work on established relationships, and create opportunities. Building up real relationships and having honest relationships where you don't just live on the surface, that's all good. Keeping the momentum (even if for virtual organizing, professional associations, networking events, informational interviews — whatever you were doing) will help keep you in position to demonstrate your value while also developing strong relationships that can have long-lasting effects. But as experience and repetition adds up for them, those folks get the great joy of gaining credibility, making career moves and having their pack.

9.5 Following Up and Staying Connected

Networking is a start on the path to developing your network but it's just a start. The connection is being established, but the repeated interaction will metabolize that act of opening into something more sustaining. Also, it is so important to nurture these connections: send them personalised messages, once in a while check how they are doing and sharing valuable ideas. A good follow up, shows some genuine interest in the other party and that's how a relationship forms and often times that's how future work emerges.

9.5.1 Best Practices for Post-Event Follow-Ups

The following is one of the most important things to have in your post-event networking survival kit if you want to keep things professional with someone. The best practices below that will guide meaningful and valuable engagement include:

- **Action On Time:** Taking action on the follow up to an event 24-48 hours later is a current conversation thread and helps maintain momentum. You don't want to appear unprofessional, and more importantly, you DO NOT actually appear interested in keeping the relationship alive when you do not answer promptly.
- **Be personal:** Do not send a standard email, record what was said during the talk before you when you can and take it from there. When you mention a mutual interest, something the speaker said or how you might be able to work together, it makes the message relevant and way more memorable.
- **Acknowledge:** A little gratitude for the other person's time, advice and assistance shines a light on appreciation and helps leave a good impression, as well as open doors for follow-ups.
- **Strengthening the bond:** Here, you want to add something of value, like a pertinent article about industry trends or an introduction to someone both of you know. So it comes with symbiotic relationship instead of parasitic.
- **Suggest the Next Step:** Think about suggesting a genuine next step, but one that would not be overly intrusive — maybe more of the type of virtual coffee chat or stay-in-touch-on-LinkedIn mentality or keeping each other posted on future as yet untold opportunities.

The follow-up should be brief, business-like and structured. The framework of a good outreach is about respecting your recipient's time, being plain-spoken and getting to the point.

Activity: Crafting a Follow-Up Message

Imagine you recently had an informational interview with a senior professional in your industry. Your task is to draft a concise and professional follow-up message expressing gratitude and maintaining the connection. Ensure you:

- Thank them for their time and insights.
- Mention a key takeaway from the conversation.
- Express interest in staying in touch.

Write your follow-up message in 3-4 sentences and share it with a peer for feedback.

9.6 Personal Development Planning

PDP is a special structured process that involves deciding what you want to do with your life and how you will reach those goals, listing the skills and knowledge that you have and those which need further development, taking action towards reaching your goals and recording, reviewing or reflecting on your progress. It involves defining goals, developing strategies to protect skills and track the progress for personal and professional success.

Key to Personal Development Planning:

Assessing strengths, weaknesses, values and interests to identify areas where strengths can be developed and weaknesses minimised.

Setting short-term and long-term objectives that correspond to individual personal / career goals.

- Figuring out what skills and knowledge are needed to achieve goals, and seeking out how to learn them.
- Regularly monitoring progress on attainment, make adaptations where there is little or no progress and being accountable for development targets.

Benefits of Personal Development Planning:

- Enhances self-awareness and career direction.
- Improves motivation and productivity.
- It facilitates in conforming to the industry trends.

Strengthen professional and leadership competencies.”

A successful PDP structure continues to provide continuous development for the individual, and allows an individual to manage his/her own development when they reach a target.

9.6.1 Self-Assessment and Reflection

Self discovery is what leads to personal growth and development and that comes through personal assessment, reflection, and learning about your traits. Reflection on a daily basis aids professionals to getting cue as to their daily activities for career advancement and personal development.

Strenght assessment: Hone in Your Skills Do a frank self-examination mode and find out what you are good at, as well as where your weaknesses lie. SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis and reflective journals provide a structure to assist with this reflection.

Values and Motivations: Know yourself Understand your own values and motivations with respect to career/life decisions. Awareness It's an absolutely fantastic exercise that we human beings forget very quickly (especially in the workplace) – to sit back and to stop and really think about — what matters. Is it creativity? Leadership? Stability? Innovation?

Establishing Targets that Matter: Self-evaluation tells us, where we are and where we would like to go to. This is useful to all of us in that it guides us into setting our goals for personal and professional development.

Soliciting Feedback from Others: Outsider feedback from mentors, colleagues, or superiors can help you see strengths and development areas differently. Self-awareness could be stimulated by peer review, performance appraisal and tutoring interchange.

Frequent Refection for Ongoing Growth: Suggest an experience of reflection which difers the above. Curing that is periodically reflecting on everything, perhaps quarterly and annually.

We can keep us grounded and engaged with reflecting about our life through self-assessment and reflection, and we have to respond it with intentional actions over time) if we are talking about self-actual success.

9.6.2 Identifying Strengths, Weaknesses, Opportunities, and Threats

SWOT (stands for Strength, Weakness, Opportunity and Threat), in turn used as an alternative to assess various self-development enterprises impacting individuals. It is the kind of self-awareness that helps either an employee or entrepreneur to know themselves better in terms of their strengths, weaknesses, opportunities and threats from the environment.



Fig 9.4 Overview of SWOT Analysis

Strengths: Identify Your Strengths

It is important to know what you are good at and what its value, because it helps a person understand on the margin where he has a comparative advantage. Strengths can include:

- **Skills & Expertise:** Technical skill set, leadership potential, problem solving skills, and communication.
- **Personal Characteristics:** Flexibility, solution oriented, innovative and time management.
- **Resources & Network:** Templates, mentorship, and financial wherewithal.
- **Skills & Qualification** \:_ Academic qualification, training and education, licences etc.

Weaknesses – Areas for Improvement

Knowing your sins can set you on the path to being a better person – and remove some barriers at work. Weaknesses can include:

- **Skills Gaps:** Weak in some tool, no leadership experience.
- **Personal struggles:** A tendency to procrastinate, a hard time dealing with criticism, low self-confidence.
- **What You Don't Know:** No industry knowledge, not certified.

Possible – Other Internal and/or External Factors That Might be Beneficial

Pros}enable users to exploit their potentials and achieve the goals.

These can include:

- **Career Opportunities:** Promotion, new job opportunities, industry demand.

Networking & Learning: Professional events, mentoring programs, Tau conferences & conventions, Skills training.

Market Opportunities: Some niches like media/entertainment, communication, technology and the ability to work from home.

External Threats to Cope with

Problems on the other hand are threats or issues that can stop the progress. Seeing them allows people to stay ahead of and minimize threats. These can include:

- Industry competition: Increasing competition exists between agencies and more positions are becoming automated.
- Economic environment elements including job insecurity, sacking of employees for economic reasons and economic pressures.
- Staff restriction: Work and life pressure, health problems, and no roles as a model.

Declutter Your Mind: How to Do SWOT Analysis for Your Personal Growth

SWOT Analysis: The definitive self assessment and motivational tool using SWOT models.

- Smart Goals: These are specific, measurable, applicable, relevant and time-bound goals that are more assignable and trackable.

Leverage Strengths & Opportunities: The focus here is to use what you are good at and take advantage of the opportunities that come your way.

- Strengths and Weaknesses threat over threats & Shortcomings : Develop potential ways in which to exploit the weaknesses by turning them into strengths and neutralise the threats.

It is obvious, in a nutshell, that by constantly carrying out this SWOT analysis it will be easier for you to make choice and change easily in your career future related decisions than you have ever done before both in your personal and official lives.

9.6.3 Using Feedback and Self-Reflection Tools

Feedback and self-reflection are necessary for ongoing development. Proactive pursuit of positive feedback and the use of self-reflection tools all enable you to get a better indication of what you do well, and identifies potential areas for improvement.

Looking for Constructive Feedback: External feedback from those who report to you, of course a peer or manager helps provide an outsider's viewpoint on performance and behavior.

To make the most of feedback:

● **Offer Concrete Feedback:** Instead of providing your employee with vague feedback, give them something that you have observed. 가형 eded ressomthing that you hav 兩影 lmassprepared usclspreparedmedassadors on how to prepare for tment as they navigate the examinecan taken it in person or cani preneurial-repository.include :Ass Follow-up beyond goaldge try;ouncil.

into a specific competency or area of practice (e.g., “How could I enhance my leadership?”)...

● **Open-minded:** Avoid accepting feedback as criticism and see it with a growth mentality.

● **Act on the Feedback:** Implement what you have learned and change those aspects of yourself and your behavior that can be changed.

Utilizing Self-Reflection Tools

With the practise of reflecting on your progress you can work out where to go from here, and better still build on good personal development practices. Some effective tools include:

So when you come back to the thoughts, experiences and lessons that you wrote over a period of time, it's like a reality check to measure how far you have grown and we can also recognize some of those debilitating patterns.

● **PSYCH 0: Based Upon Understanding Human Behavior and Tendencies, This Innovation Profiling System Analyzes Your physical Body and Decides What 23 Different Areas Will Communicate the Most Development For You, Plus Recommends Exactly how to use The Assets You Have!**

● **Personality Profile:** MBTI, StrengthsFinder and EQ testes: Self-assessment tests showing personality type; strengths or areas where reputation is great or low.

● **Performance review:** Assessment of works also as 360-degree feedback allow a multi-perspective view to assess performance of an individual.

6.3Planning for Action to Address the Feedback and Reflection

- Understand feedback and reflections on themselves.
- Find the take-away from the feedback.
- Explain anything that could be done to improve.
- Measure results and re- plan if necessary.

With the combination of external feedback and self-assessment tools one can develop an in-depth roadmap for personal & professional growth to be successful over the long haul.

9.6.4 Setting Personal Growth Objectives

And, those who are interested in personal development are even more successful: they work the setting of goals. Goals Most often there is something we'd like to achieve in our personal or professional lives, and can benefit from the focus and drive that a structure development approach provides. Peers with whom set growth targets who have you implement develop plans and monitor progress will develop stronger skills, become more confident, better face new challenges. ensuring a real clear strategic goals for building helps drive people towards long-term professional success.

Setting SMART Goals Think about Specific Measurable Achievable Relevant Time-bound Goals=headers, it doesn't look like this article has one.

Staging behaviour in SMART goals allows for a step-wise approach to personal and professional development. Organisations that employ the SMART approach to goal setting establish goals that are specific and realistic, and offer clear evidence of success enabling better performance outcomes.

Specific – Define Your Goal Clearly

All goals must be written in specific terms to prevent confusion. It should answer:

- What is it that I want?
- Why is this goal important?
- Who is involved?

Establish that you will do volunteer presentations (to audiences) once weekly in order to take steps toward your precise public speaking objective of enhancing communication skills.

Quantifiable – Monitor Progress and Success

Establishing measurable targets offers an effective means to measure your progress and determine how you stay motivated to meet those targets. It should answer:

- How much or how many?
- How will I know that I have succeeded?

The aim is to complete three online leadership courses by the end of the next six months.

A = achievable (make them manageable and realistic)

Your selected goals should be just beyond your reach while still being attainable.

Consider:

- Is this goal consistent with my present knowledge and resources?

- What am I supposed to do?

For you to use it as a tangible showing of everyone that you have what it takes. The tangible would be, for example, I joined 2 other leadership positions at work to show your interest for if/when the opportunity arises and voices are discussed.

Relevant – Consistent with Longer Term Goals

A goal should be consistent with goals that will help guide your efforts in life, or define the purpose of your work. Ask yourself:

- Is it going to help me achieve my plans?

- Is now the right time to work towards this goal?

For example if you're trying to obtain project management certification in the short term, it would be completing "I will obtain Project Management Certificate within a year.

Time-Bound – Set a Deadline

Goals should be time bound to create pressure and accountability. Ask:

- What is the deadline?

- What are my incremental objectives?

One personal goal, for example, is that I will get better at networking by attending one industry event a month throughout the six months.

SMART Goals enable you to better yourself For the folks who use the SMART methodology- they are breaking their big dreams into smaller steps using this system, gaining motivation from it and recording progress accurately. People who need only an occasional reevaluation and revision of goals are fewer than those who merely fall behind.

9.6.5 Prioritizing Areas for Improvement

The key to good personal and professional progress is selecting which important areas need improvement. People need to choose the most critical ones they would like to improve as you can not do many developments at once. Their decisions need to be

based on career-related goals and personal growth aims. The discovery begins with the SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) mentor feedback and performance appraisals used to pinpoint targets for breakthrough improvement. The three criteria: relations to future targets; immediate needs and career progression benefits will guide the ordering process. Because good communication is definitely required of anyone who will lead, the professional looking to ascend the ranks in leadership should invest now in improving their ability. SMART goal setting allows structured goal-progress assessment. Individuals need to navigate between short-term and long-term goals without sacrificing the ability to change their career trajectory as work has to transform. Those that focus on their pillars of growth realise their full potential better than any others.

9.6.6 Developing a Skills Improvement Plan

The Skills Improvement Plan is a planned way of improving basic skills that make you good something you do in your personal and working life. And by systematically identifying the skills, setting clear targets and then traversing skill-based journey of learning, career laggards can move up that gap and get that kind specialized and being rewarded at same time.

Identify Key Skills for Development

The first thing to be determined is which of those skills need honing. It can be achieved through self-assessment, mentoring/supervising feedback, as well as industry research to understand the skill sets that are required for career advancement. Focus on what skills are transferable to your career objectives and what gaps need to be addressed that may hinder your trajectory.

Example : A software developer wanting to be a leader would need to learn project management and communication skills alongside the technical knowledge.

Write Smart Goals to Enhance Skill

Once the key skills are pinpointed, SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals should be established to make them explicit and project-based. Goals created like this can be measured and evaluated.

For example, instead of "I want to rally boost my coding skills", a SMART goal would be: "I am going to finish an advanced Python programming course within three months and apply what I learn by building a web application."

Start Picking The Right Learning Methods and Material

From there, people should decide which of the identified skills can be best developed by means of the desired approaches. This may include:

- Online courses and certification (Coursera, Udemy, LinkedIn Learning).
- Learn by doing through workshops and industry seminars.
- Initiating new projects or shadowing more experienced colleagues for on-the-job learning.

They are methods of self study (such as reading a book, watching instructional videos, etc) and also actually USING the skill in the real world.

Example: A marketer who wants to enhance his data analytics skills, and he does not know how will take an online certification course, work on live projects in presence of Google Analytics or something.

Setting Action Plan and Timeline

Assists in staying motivated and ensuring you are progressing: It cuts up skill development into manageable chunks with time bounds so as not to overwhelm oneself. A performance plan should consist of: Clear Markers (milestones), learning experiences, and a timeline for assessing growth over time.

Example: A person desires to become better at public speaking and promises himself that they will begin speaking at least one time per week professionally, as well as attend workshops once a month.

Monitor and Adjust as Necessary

Progress should also be monitored periodically to assess the ongoing relevance of the skills improvement plan. By reflecting upon it in a learning journal, by receiving feedback from peers or mentor and by adapting the learning approach as far as challenges or opportunities are concerned. Flexibility is necessary to stay on course and navigate challenges. Example: If someone has trouble picking up a new programming language, they may want to alter tiny habits by hiring a tutor or doing more hands-on coding exercises.

A plan for skills enhancement may be offered with and provide an organized route for learning and career development. It can assist you in trying its hands and defining the key skills, S.M.A.R.T. goals., choosing a good learning resource, creating an action plan and monitor your progress to 'systematically' get better at skill and stay at it for life. Skill development in this way is a lifecycle process of commitment and flexibility to achieve professional mastery throughout our career.

9.6.7 Identifying Skills Gaps and Required Competencies

One of the first things you need to do when learning how to work on yourself or with personal and professional development is to learn about the skills gaps and

competencies that you need. Identifying areas that need to be improved will allow people to work on the areas that are going to make the most difference in their growth as career professional. self-assessment, feedback receiving, industry research and comparison with job requirements.

Conducting a Self-Assessment

Self-assessment is the first step in bridging a gap of skills. People have to measure themselves using whatever they can — experience, job performance and challenges at work. The structured approach to evaluation would be based on the application of instruments like for example a SWOT analysis.

For example, a project manager may excellent at organizing and time management but isn't as adept at managing conflict within the team.

Seeking Feedback from Others

Feedback from an employer, co-workers/colleagues or a mentor or client can shed further light on what areas may need improvement. There can be performance reviews, peer evaluation and even one-on-one discussions that may call forth blind spots as well as potential areas for improvement.

Here is one clip from earlier in this class: A software engineer gets some feedback from his manager that he or she needs to learn to document code better so it can be useful for teamwork.

Comparing Skills to Job Requirements

Yet another way to find gaps is by contrasting your skill set with things required for the job positions that are coming. Job descriptions, industry standards, competency frameworks etc may give people indications of what areas to focus on developing their strengths in when moving forward with their career.

Example: A rising digital marketing executive on route to becoming a digital marketing manager could require that they build what they need to be good at — like SEO, social media analytics and content strategy.

Researching Industry Trends and Expectations

Keeping up-to-date-of the industry changes are how people remain in the game of the industry. While new abilities might be “technologies in the making” and changing job descriptions, keeping up to date can allow professionals to anticipate future skill shortfalls.

For example, professionals working in finance might need to familiarize themselves with the financial technology (FinTech) and data analytics as the sector is moving more towards digitization.

Competency and skill assessment tool/competence frameworks application

In many other businesses there is a competency framework and for each role there is a list of competencies needed. Moreover, it is possible to employ skill assessment tools (e.g., online tests, career development platforms or professional certification tests) to figure out how much a person has put into some area.

Example: If our user is a cybersecurity analyst, there may be an industry standard certification exam (compTIA Security+(to test) knowledge and have a place for them to improve.

Finding the skill gap and competences is vital for career development. Self-assessments, feedback from others, evaluating one's skill set against the required skill set, researching industry trends or doing an assessment helps people realize what skills they should work on. Chinks in this career path armor can be identified and patched up with focused learning and development strategies that will eventually facilitate career advancement and success.

9.6.8 Exploring Learning Opportunities (Courses, Certifications, Workshops)

Every field is a learning curve you must follow to stay relevant in terms of career growth and not left behind. New skills What we can learn Learning opens up new areas of learning like courses, certifications, workshops and allow people to

- 1) Gain new skills
- 2) Enhance their job prospects or to climb higher in your career.

Each method of learning offers certain advantages depending on an individual's goals, schedule and preferred style of learning.

Online and Offline Courses Enrollments.

Organized learning course There are a few courses that description two folks communicating about a thing in such detailed manner which you should not just learn but take at the particular area. Both online tests and in-person ones are available.

- Online, Flexible Training: There are online courses from outlets like Coursera, Udemy, LinkedIn Learning and edX that cover a spectrum of areas — from technical skills (programming) to soft skills (leadership).
- Other certification programmes: Many business schools offer part-time or executive education programmes that cater to professionals who are looking to re-skill or change careers.

Earning Professional Certifications

Certifications allow you to prove that an individual has the skills and knowledge in a specific domain. They are, however, good for the resume and can offer you creditability and a foot-hold into your career.

These are industry standard dedicated certifications that demonstrate competence. These include PMP (Project Management Professional) for project managers, AWS Certified Solutions Architect for cloud computing professionals, CPA (Certified Public Accountant) for finance professionals, etc.

Skill-Based Certifications: Like for instance digital marketing, cybersecurity and AI/ML certifications so that people don't become obsolete with the changing industry.

Attending Workshops and Seminars

The value of workshop and seminar with successful experience case study discussion practice and direct communication to experts.

Workshops that concentrate on hands-on training in areas such as leadership, communications, coding and problem solving.

Leveraging Employer-Sponsored Learning Programs

Many companies also offer learning and development programs like tuition reimbursement, in-house training or leadership development initiatives. Employees can make great use of these without incurring additional cost.

Engaging in Self Study and Peer Learning

Apart from formal education, autodidacticism will be augmented with books, podcasts and other online materials. Furthermore, one can learn through peers in mentorship, study groups or networking so as to benefit from them.

The growth in a career and profession is highly dependent on the opportunities you explore through various classes, certifications and workshops. People in addition can still enhance their skills with aid from online learning, career value certifications or lively seminars or educational training an employer gives. Professionals can select the appropriate learning path and work on their skill sets to get to an improved launchpad for better career goals.

9.6.9 Tracking Progress and Milestones

Setting goals and keeping track of progress are essential to personal and professional development. It enables measurement to evaluate progress toward goals and ensures that people are on the right path. Development is tracked with regular self-reflection such as use of the advance self-assessments and examination of work performance (reviews) or milestone basis. The secret is to have a method that will help you measure

your progress, and lead to increased productivity so that some of those long-term goals have the possibility of being reached.

Monitoring Growth with Journals, Apps or Spreadsheets

A formal structure is required to record achievements, struggles and the fact that each time becomes a little bit better than its predecessor in order to monitor performance. • Journals, apps and spreadsheets are powerful tools to help people keep organized, reflected for one's growth journey and data-driven when it comes to personal and professional development.

Reflection and Goal Tracking with Journals:

Progress is so easy to track with journaling because it promotes self-reflection and progress. Daily or weekly reflection writing creates an opportunity for people to see patterns, evaluate defeats and celebrate victories. The benefits of this are self awareness, motivation as well as keeping track on long term goals.

Apps to Help You Harness Your Digital Tracking and Data:

Monitoring progress is easy with app technology that can be accessed via a mobile or web-based app. There are myriad goal- setting and productivity types of apps that help people set their milestones, track their habits and measure against the performance.

Popular Apps:

- Trello & Notion – Tasks / Project management apps.
- Habitica&HabitBull – Habit tracker and personal development app.
- Evernote & Google Keep Take notes and think about where you are.

Using Spreadsheets for Data-Driven Tracking

Structured monitoring of progress arrives with spreadsheets and metrics, and timelines that are easy to discern. They help give people a picture of things, the ability to look at performance over time or analyse data the hard way.

Advantages:

- Customizable, countable and with graphs that can be used to show data.preventDefault
- Create Columns for goals, milestones, dates and progress status.

Defining Short-term and Long-term Review Milestones

The progress should not stagnate and growth should be constantly observed in the short term and long run review points. Short term checkpoints are regularly weekly or monthly, allowing the individual to cheque in on their immediate progress and if

needed, take corrective action before it's too late! They provide the chance to identify problems early in order to change how things are done, and amend strategies, so that they remain on course as laid out by the goals." Some of the more popular tactics for short-term evaluations include journaling, habit tracking through an app or feedback sessions. On the other hand, long-term appraisals are facilitated using structured self-assessments, performance reviews and mentoring chats. I to assess in the short term and long term sustain improvement, hold accountability and facilitate on-going development both personally and professionally.

9.7 Summary

- ❖ Networking can help professionals to learn regarding new job opportunities, connects with others competing for similar area and a scope to grow in terms of career.
- ❖ Professional networks allows accesses to industry trends, market changes and best practices to consider in planning your career path.
- ❖ If you don't have any highly connected players in your industry to get advice from you can always use sites (like LinkedIn) and associations that are relevant to your industry to create connections, learn more about the business and to gain credibility.
- ❖ Networking in-person or online offers a way for professionals to create substantive relationships, exchange ideas and begin career opportunities.
- ❖ Trusting their professional connections and tapping long-term collaborations for career mentoring, development.
- ❖ A proactive follow up, with a meeting or an event keeps the new contacts live and nurtures it to become productive career long connection.
- ❖ Networking and personal growth too can improve essential soft skills such as communication, leadership, negotiation etc., and in turn get better prepared to make an impact at the workplace.

9.8 Key Terms

Professional connections: Think meeting people in your industry and finding new jobs or companies to work with.

Personal Branding: It is a method to promote yourself as a professional thereby create new career opportunities and acknowledge credibility in term of skills and knowledge.

Trade Associations: Organisations formed on a professional basis in any specific industry.

Elevator Pitch: A brief and persuasive introduction of yourself for networking situations.

Follow-Up Technique: The technique of keeping in touch after face to face meetings or networking events via email, linkedin message or the occasional follow up call to help solidify relationships.

Mentorship: The professional relationship in which an experienced person provides support and guidance to a less experienced individual for career development.

Soft Skills: The necessary interpersonal skills such as communication, leadership and what have you that makes for better networking, which means relationships.

Goal Setting (SMART Goals) Planning process of defining personal and professional development goals that are Specific, Measurable, Achievable, Relevant and Time-bound.

9.9 Descriptive Questions

How can professionals maximise their power of being connected on LinkedIn to discover (and be found by) great career opportunities and connections?

What is the benefit of joining professional associations or LinkedIn groups when it comes to advancing in your career?

How can people start interesting conversations at networking events and have the right things to say?

how can professionals plan virtual and in-person networking events to ensure they get the best return on their time?

What are the key elements of a good professional relationship, and how do they develop?

How does authenticity, and for that matter mutual value, play a part in good networking and career success?

What is the best way to follow-up after networking in order to maintain/grow connections?

"In what ways can our members use 'check-ins' and sharing of content to stay in touch with our network?

What makes setting SMART goals any different from creating any other worthwhile goal?

How can people track their projections, progress and learnings long term personally and professionally?

9.10 References

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9.11 Case Study

Approaching Networking Events Effectively

For the career focused man or woman these gatherings can be key in expanding contacts, finding an industry point-of-view and discovering new opportunity. However, for most people there is also a lack of ability to learn how to properly network and use the networking experience. In this case study, we outline the tangible tools two of our own networking experts employed to overcome frequent struggles.

Introduction

John and Sarah are two professionals of mid-level status in two different industries who both went to high-profile networking functions as a means to initiate business connections and bolster their careers. After all, while enthusiastic, both also laid down a stiff challenge in trying to get the most out of them.

Issue #1 – Social Anxiety and Approach Anxiety (Making the First Move)

Software developer John goes to a networking event with fellow techies who also might have social anxiety! Many times he found himself the lone man standing and had no clue about and became lost to industry experts, peers.

Solution:

He had also researched key attendees and prepared a few non-leading, open-ended questions about the newest tech buzz. The event, he says, required a sort of “buddy

system” where he and a coworker partnered up to help make such conversations easier. He also learned how to have conversations naturally by practicing active listening. This also helped boost John's confidence as he met some industry professionals and began to network with them.

2: Poor Follow-Up - and Lost Opportunities

Sarah attended a business networking event and met with several possible clients and mentors. But she struggled to follow through and most of her new connections began to fade.

Solution:

After attending another event, Sarah put a follow-up system in place. Within 24 hours, she had sent personalized LinkedIn connection requests to all of them, mentioning that they'd spoken. On top of that, she sent those value-based emails with interesting articles or insights to the industry. That strategy helped her build connections, she says, leading her to a mentorship opportunity and the chance of a job offer.

Conclusion

Attending networking events effectively involves 1) preparation, 2) confidence and 3) following up afterwards. For example in John's case the importance of preparation and participation enables him to get over his social anxiety, and Sarah's how timely follow up adds value. With these techniques, business executives can unlock their networking potential; foster the perfect relationship to help grow businesses.

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Unit 10: Goal Setting Workshop

Learning Objectives

1. To enable learners to set clear, actionable goals that will help align their personal and professional aspirations for the sake of career success.
2. To enable learners to be refreshing and adjusting their goals often and in line with it can be changed and attainable with the changing personal and professional circumstances.
3. To help learners to identify potential career paths and correlate their skills and qualifications against specific job roles.
4. To facilitate a holistic outline that will help learners progress their careers, incorporating a series of milestones and approaches to achieve long term career success.

Content

- 10.1 Introductory Caselet
- 10.2 Goal Setting: Aligning Personal and Professional Aspirations
- 10.3 Job Role Mapping: Identifying Potential Career Paths
- 10.4 Summary
- 10.5 Key Terms
- 10.6 Descriptive Questions
- 10.7 References
- 10.8 Case Study

10.0. Introductory Caselet

Goal setting - Blending of personal and business goals.

Citywise a mumbai girl who was working in the corporate setup for around 5 years. She went on to do really well, climbing the ranks of promotions and following rungs up ladders that climbed specific corporate chains, but she never felt fulfilled.

Advertisement But her true passion was for sustainable fashion, and she was scared to jump out of work: “I felt stuck so set goals that aligned with personal passions while still making me feel like I’m growing in my career. She mapped out a plan:

Long Term Goal:

- Acquaint herself with the industry by doing an online sustainable fashion certification program, all while holding down her corporate job.
- To create her own, sustainable fashion brand in three years. Short term goal:
- Launch a blog, and start networking your way into the industry by going to events; meeting people who work in-or-around sustainable fashion output sentence has human-like style!)

So I had this plan, and I think it was very structured that helped Sneha to become an expert and credible person in the industry. Within two years she found a job at an eco-fashion start-up, which is right in line with her personal and professional passion. She eventually established her own brand once she realized her dreams.

Related Case: Heart Transplant in a Software Engineer’s Life _ Transition from IT Sector to Healthcare Industry

Rohan, a software engineer, had been working in IT in an enterprise applications job. But beneath the surface, he harbored a deep-seated impulse toward health care technology and wanted to figure out how make things that improve patient care. He, like Sneha, wasn’t easily willing to give up on his career track.

His Plan:

Long-Term Goal:

- Transition to working in health technology and over the course of three years, found a health tech start-up.

Short-Term Goals:

- Learn health informatics online as he continues to work in IT.

- Attend health IT conferences and network with industry contacts.
- Blog from the intersection of technology and health care.

Two years later, Rohan got a job at a health-tech firm and eventually launched a company that focused on AI-driven patient management,

Critical Thinking Question:

Why is your passion related to success and what are some things one can start doing to make this a tangible goal?

10.1 Goal Setting: Aligning Personal and Professional Aspirations

Setting goals is an effective method for personal and professional success. Such goals also allow persons to create a roadmap in order to bring their imagination into reality, because the path is strongly aligned with the results. There is a significant increase in motivation and focus, while career wise and as an individual there has been immense growth because of having specific goals.

For me, when personal and professional desires are in sync with each other, life and career become balanced allowing people to pursue their passions while climbing the ladder. Part of becoming successful in that movement is about achieving success in your quest for up-skilling, professional development or personal satisfaction; and it is important to be honest with oneself about how attainable those goals are as there are long term goals to achieve. This section will address setting goals that reflect actions which can be taken to better align career and personal ambitions, as well as ways to help maintain commitment toward achieving success.

10.1.1 Introduction to Goal Setting

Goals setting is the process of deciding on some feasible, measurable and time bound objectives that provides direction to an individual's behavior and reasonable. It all comes down to setting goals very clearly, planning and then tracking user adoption towards those goals. Goal setting is helpful to stay focus and motivated, it also helps to keep someone focused on being productive (in personal life and in your professional career).

Impact of Goals on Persons and Professional Outcomes

Setting goals is one of the most effective ways to reach any personal or business goal. This lets people set specific goals which focus highly on the future and getting in detail

with clear, measurable results. Cookie-cutter goals are fine to inspire us, but it's all about growing as a human in both life/work.

On a broader scale, goal setting has helped people strike the balance between personal and career goals. Achievable, well-conceived goals are the ones that endure.

Integrate Locke and Latham's Goal-Setting Theory with Goals Setting

Goal setting is an essential process to improve motivation and performance, as well as professional development. The famous Goal-Setting Theory of Locke and Latham documents how very challenging but still approachable (non-overwhelming) goals will boost performance better than vague easy ones will. The five base elements that make up those tenets define their composition.

- **Clear:** A goal requires three things to be truly quantifiable: clear definitions, specific measurements and documentation. Tl;dr to get better results: a goal needs to be clear and specific (i.e., "I will complete an advanced data analytics course in the next three months").
- **Stretch:** The preferred goal should be hard to achieve but still possible. Un-easy ingredients: Makes you step outside your comfort zone, with better performing results. What is realistic needs to be set at an achievable level while ensuring it does not under-challenge practitioners.
- **And how much of yourself are you willing to invest?** The harder you work the better you may be - or at least that should factor in how well people do. Believing in their personal goals and being committed to following through those goals is what helps people to keep going when they are faced with challenges or hard times.
- **Feedback:** Sharing feedback allows individuals to evaluate their own performance and make the necessary adjustments. Review such as Self-review and mentoring & performance assessment facilitate the user to modify the objectives with regard to target if need be.
- **Difficulty:** The process of setting difficult goals also requires breaking down into sub-tasks skillfully to cope with complex works. This method allows continuous advancement instead of panic running into the wall.

Eye Opener: Surgery May Be Safer in the Afternoon and 9 More Morning Opener: The Transition From Intern to Full-Time Employee us_party_affiliation.txt – has a column separated (with tabs) file with Party vs. Count. Files are rewritten into TSV files that only contain relevant data for this answer.

In the case of Amit, he succeeded in getting hold of an internship with a prestigious company when he was a business major in his last year. To reach his goal of being a full-

time employee, Amit knew he needed an organized methodology. He set these performance goals using the Locke and Latham method:

Short-Term Goals:

- It is expected that company tools and first-two-week training are mastered (within 2 weeks).
- Interns start with a list of colleagues they will have a coffee every month.
- Contribute one source of real value at twice weekly team meetings.

• Spend some time to complete a challenging project that shows you're capable of solving difficult problems. Long-Term Goal:

- Land a good job after surpassing your targets and receiving great feedback from your mentors.
- Ongoing self-reflection and feedback from his supervisor every week helped Amit refine the way he coached. His internship turned into a job offer when he consistently made the extra effort.

Activity: Setting SMART Goals

Write two goals utilizing the SMART Goal Template where one addresses your personal development and the other supports your professional growth. Remember to evaluate your progress regularly throughout the program period then make changes to your methodologies based on received feedback.

10.1.2 Aligning Personal and Professional

Bringing the personal and professional together, it's not a matter of wishful thinking but having an attitude -- one that is strategic and resilient. Growth mindsets are based on the belief that intelligence and ability can be developed through dedication and hard work. This is the thinking that prompts them to set lofty goals, tackle hard challenges and not hesitate to take a detour from that path if there's something they're passionate about in life & able to do for a living. Alternatively, a fixed mindset can detract from this alignment, because people will shy away from challenges or resist change in the thought their abilities are limited to what they currently (processes). Cultivating a growth mindset will leave you as adaptable, strong and open to reassessment of goals at later stages of personal satisfaction and career bound journey toward synchrony, as in early stages.

Aspect	Fixed Mindset	Growth Mindset
Belief about ability	Abilities are static and unchangeable	Abilities can be developed through effort and learning
Response to challenges	Avoids challenges to avoid failure	Embraces challenges as opportunities to grow
Response to failure	Takes failure personally, gives up easily	Sees failure as feedback and a chance to improve
Effort	Believes effort is pointless if you're not "naturally good"	Believes effort is essential for mastery
Feedback	Ignores or takes feedback as criticism	Learns from criticism and uses it to grow
Success of others	Feels threatened by others' success	Inspired and motivated by others' success

Table: Fixed Mindset vs. Growth Mindset

Now true success and satisfaction in life is meeting the personal with the professional. Work-related motivation and thus productivity: career cannot be successful as a force in itself, because it needs an external anchor and driving force to become effective; this external force is realizing professional goals that are aligned with an individual's personal values, strengths, passions and interests – the better the fit; the stronger the more effort at work is visible; (Thomas et al., 2016) This fit-seeking can be seen as a strategic orientation seeking career options for one's professional development but also taking care of well-being both at work and beyond work across a life-span. Beyond that, employees who find meaning in their work are just happier and more engaged and productive; they're also more innovative and invested. And so it is that, when personal and professional goals intersect, success is possible. * And to sustain or further that prosperity, a person should have a complementary spirit in order to achieve his dreams & the goal.

Reflect:

What are your personal truths and lifegoals?

To what extent do your current university or work life choices reflect those values and aims?

Is there a gap between the person you want to become and where you are headed professionally?

How can you get more congruence between what you want personally and your career path? Write a short paragraph or list of bullet points describing to what degree your career trajectory reflects who you are and who you want to become.



Fig 6.1 Aligning Personal and Professional Aspirations

Here are a few important tips for anyone integrating growing ones' personal self with professional ambition.

10.1.3 Using Goal-Setting Theory and Reflection and Adaptation Together

The act of setting goals requires constant reflection before and after appropriate adjustments. Locke and Latham's Goal-Setting Theory focuses on two types of calculative goal-setting as inputs into the system: learning and performance goals and according to this theory, well-defined challenge goals maximize motivation and subsequent success. People need to adjust their goals too based on changing situations, including technical interruptions, for which one must always keep adjusting his goal.

The Gibbs cycle is a promoter to obtain learning and strategy adjustments based on the experiences.

Gibbs Reflective Cycle – The 6

Gibbs Model of reflection provides a framework for the essential components of the reflection process.

Gibbs' Reflective Cycle is a method before the individual in practice can look at his or her own experience, and to set a learning agenda and engage with change for the goal of themselves. Finally, it consists of six stages:

User Story– Tell me exactly what happened. It should include a brief statement of issues confronted, new tensions or changes and one event that influenced progress on achieving a specific goal.

Feelings – There are certain feelings that someone may experience when they find themselves in this position. Therefore, a rationalization of personal interactions is likely to explain more about the motivation, self-esteem or perhaps enablers.

Review – Dwell on the wins and loss. Determine whether the methods employed in preparing this report to meet the aims of this work were effective and if not, what factors intervened.

Summary – Why things happened the way it did? Mention contingencies that could have caused the results such as industry climate, new challenges or insides ones like lack of competence or a good cause.

Conclusion This case study emphasizes the need to explore what else we could have offered the client which would help them implement their action plan. This can be beneficial in terms of refining sequels and plans for personal growth.

“Then reflect and revise on the things that you want to accomplish while offering strategies to address those challenges you faced in the past.

The growth of goals is attained through this cycle since it enables individuals to refine their goals as much as they can cope with environmental change. Might I provide an example of how it can be used?

Example: Retail To E-commerce Career Change

COVID-19 Hack: Priya, 35, was at the crossroad of her career as a retail manager in middle management after ramping up to such heights that the future looked uncertain. The pandemic-induced closing of stores forced her to consider alternative professional paths.

Applying Gibbs’ Reflective Cycle:

- A reduction in pedestrian foot traffic and a rash of internet orders caused Priya to realize that her job was actually under threat.
- Initially she felt anxious, unsure with a natural urge to change her skills for the better.
- She assessed her skills and noted that she was well suited for a job in retail but would need further education in digital marketing.
- She knew it was necessary to learn new skills for e-commerce — the market demanded it, and so did survival.

- The moment required her to decide on the spot what to do when it comes to digital transformation.

Reviewing and Adjusting Goals Regularly

Step 1: Know What you value and Like Most importantly, before aligning your career with who you really are, you need to identify what it is that you value most. Values are a lead, for the right action about motivation, decision-making and long-term wishes; private ambitions of individuals as well as professional leaning should be consistent. For example, if someone wants to have some creative career then the careers like design or writing etc are suitable for him and if someone loves doing something good for others also, then he can enter the career of healthcare or social work. Passion is work when you get to do what you love professionally and personally.

Set some Free Goals for Yourself: Maintaining the work life equilibrium with personal goals is definitely a panacea to good living. For instance, an emerging entrepreneur who is responsible for other people might craft his business to generate freedom. And it is not just about opportunities for career advancement, but taking into account the balance of things they need in their own personal pursuit of happiness such as becoming better communicators and financially self-sufficient. Here, some counterbalanced objectives can help to minimize the risk of personal goals conflicting with professional obligations, by letting accomplishments in one sphere reinforce progress in another. Maintaining creative evolution and development while maintaining a clear vision and plan towards which people can rally.

Foster a Growth Mindset: Whether you realize it or not, deciding to focus on professional growth assumes a collective belief in growth mindset – that is everyone has the ability over time to grow talent and intelligence. A willingness to learn - not just technically, but also a mental agility and flexibility in how they approach things. For those with a giant appetite for lifelong learning, they never seem to run out of anecdotal and buzzworthy features to continue blooming holistically while employing the programs in personal development. There are many contexts in which being able to turn personal difference into a strength comes in useful – and the workplace is no exception. Personal and professional development is a lifelong pursuit and characteristics like being flexible, open to feedback are intentionally embedded as key to success.

Maintain a Balance: Don't ignore personal for professional life. Setting clear boundaries (e.g., not working after hours or scheduling time for yourself) elevate general well-being. Healthy lifestyle, even it includes healthy relationship, hobbies and health, is to increase job satisfaction. Getting the edge on life is really just about managing your time effectively and prioritisation, as doing this allows you to delegate, meaning you can ensure that things in your work and personal lives are all balanced.

Transferable Skills Contributed in Personal Life and Professional Career as Leveraging Factors to Empower Human Potential: This helps to “apply skills that are gained from personal/family life into the ...profession. In simple terms, almost all skills transfer to everything (with my favourite examples being organisational/time management, flexibility and problem solving). You call personal development can help you to be more successful in your career, and also the lessons learnt from professional experience could assist you to make better decision. This does wonders for the confidence and comfortably of that journey toward self improvement period.

Find a Mentor and Connect to the right people: – You can’t beat advice on how to bet let your inner personal aspirations meet financial aspirations by someone that has already done it, the winners. You get mentoring to help you advance your career and self-development doesn’t feel quite so overwhelming. It’s also inherently social, as you are connecting with other who share your values and interests around opportunities. It’s important to be active in industry events or professional associations and on online forums to engage in and learn from the cooperation it creates. Having a supportive, inspiring community around is at once a pool of motivation and career advice.

Assess and readjust goals: A person’s personal and professional goals change as he or she gets older so make it a habit to assess existing ones. A person who had progressed a certain way down the road toward corporate success might later turn more, or entirely, toward entrepreneurship because of that freedom. Knowing that goal setting is plug and play is the key to being constantly motivated, engaged, fulfilled. Journaling, mapping milestones and designing for the future allows you to overcome immediate hurdles — all while keeping an eye on the prize!

The combination of these can aid in creating a life where your professional and personal goals work together. Personal happiness doesn’t have to be sacrificed in order to build a strong career. It’s not neutral “holy shit that opens”; objectives provide sense to aligned effort and a way of being that’s fun and rewarded.

The Importance Of Regularly Reviewing Your Goals

The objectives are regularly reviewed to reconcile them in short term goals and in long term vision. Here are a few reasons to revisit your goals and why you should:

- **Living and Working in Change:** People are living and working in a turbulent environment in which the market, work-place dynamics and personal life change rapidly. So there’s a good chance that older goals might have long-ago been rendered moot, or irrelevant. Ongoing reviews help keep the goals real to the truth at the time of review.
- **Changing Priorities:** It’s recognizing that some goals are becoming less important. This will also usher in new problems and opportunities of it so it would require

reinvigoration of what is essential. The linkage acts as a gesture for signaling to the one or two individuals to help them follow the change in direction so that it corresponds to an actual situation.

- **Monitor Progress:** If he monitors his progress, your man will feel more motivated to stay on course. What's more, when they get to share their accomplishments and hear of areas to gain improvement, etc., that also adds another notch or two on the different ways that will help increase their motivation and give them momentum toward these changes which you so desire.

Continual Goal Setting Review for Long Run achievement

It's not a matter of just setting goals, in fact that is not just a one time process and needs to be revisited regularly. They're a kind of progress audit, one that helps people gauge whether the moves they are making represent sufficient progress, stay motivated and pivot when priorities and circumstances change. "Structured reflection to reach personal as well career related goals." In the Goals Workshop, one aspect of this process is especially helpful and that's structured reflection to arrive at both personal as well career goals.

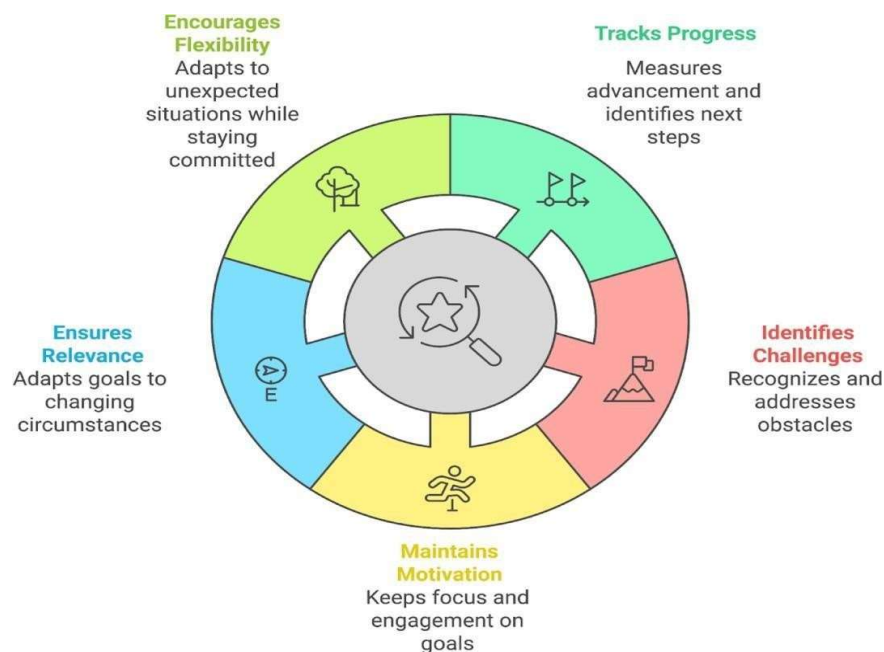


Fig 6.2 Importance of Regular Goal Review

How to Evaluate and Refine the Goals Well?

- **Regular Check-Ins:** For instance, in a workplace goals workshop employees reflect on what they would like to achieve within the next 12 months, look back at how well they have achieved so far and establish gaps that need redress. It's like a reflection process

that allows for ongoing growth and empower its adjustment to what they need from this organization. Similarly, in personal improvement the trainee who is preparing to run a marathon would benefit from assessing their progress once a week and adapt his or her training plan accordingly as well.

- Goals should be SMART (Specific, Measurable, Achievable, Relevant and Time bound): Adjustments may be required if there is an objective that no longer falls into these categories. For example, a student who wanted to commit four hours per day for studying might if he also has other after-school activities be unrealistic. We achieve the sense of goal while maintaining feasibility, efficiency, and effectiveness in the new goal-setting which is a set of two structured study hours and break times.

- ANTICIPATE ROADBLOCKS AND RESOLVE THEM IN A FRAMEWORK FOR GOAL PLANNING: A goal planning structure should include identifying and tackling roadblocks to reach goals successfully. The barriers are also similar in terms of unclear directions, fear of failure, procrastination and resource constraints. Setting goals and breaking them down into manageable steps, guidance from mentors, learning how to maintain good time management habits, practicing having a growth mind-set all makes help in overcoming these challenges. Before roadblocks even have a chance to exist, acknowledging and tackling them objectively contributes to higher morale, determination and successes in getting when you want (if they are good for everybody all-around).

- Celebrate the Small Victories & Milestones Celebrating even the small steps helps rekindle the spirit to chase after that big achievement. A project, learning a new skill and checking off a short term goal is all further confidence building too and will help to keep your learners engaged. Develop a positive feedback loop with simple rewards such as self esteem, peer acceptance, personal rewards. An advancement party promotes excitement, enthusiasm and in turn goal completion.

Strategies for Regular Review and Revision of Goals

Goal setting is only a step in the direction of success and reviewing and your goals will keep you on track to achieving what you set out for and be flexible enough to change goals with new situations. Here are a few key ways of reviewing goals and modifying them where appropriate.

- Carry out routine self-assessment: you would want to know where you have reached till now. They ought to push themselves and ask whether they are on the right streak, really who wouldn't want but to see what their challenges are and above all whether personal or professional aspirations of theirs marry up with those goals. Just about any form of journaling, self-questioning or personal development work will help you do that. Occasional analysis of your own material will tell you what to focus on, and help you keep tasks focused on the correct direction.

- **Use the SMART Guidelines for Re-assessment:** Evaluation of performance is also guided by that overused piece of advice, the SMART framework. Whilst people are able to review whether a 'stagnant' looking goal is still achievable, and specific enough. They might also decide to adjust the timeline in a way that makes it more fitter-friendly. Let's say, for example, your goal is to learn a new programming language in three months but you realize it isn't the easiest thing to do — then breaking those goals into smaller, more easily feasible things — such as taking two or three days every week to work on it over the same period of time might make reach faster.
- **Journal or Digital Tracking Goal Tools:** By tracking goals, you keep yourself honest and become aware of either the progress, or resistance to reaching a goal. Record wins, setbacks and changes in a goal journal or written spreadsheet/digital tracking tool e.g. Trello, Notion, Google Keep etc.
- **Ask an Old Mentor or Colleague:** Get some fresh eyes on your issues; someone who has known you for a long time might have the best advice on how to get what you want. It's a good idea to have some 'sound boards' in the form of mentors and managers/trusted colleagues with whom you can discuss blind spots, resolve any performance issue and find motivation. Peer's perspective feedbacks at regular intervals could enable you to ensure that your goals are not missing the personal development which goes along with growing professional agenda.
- **Break Down Bigger Goals And Objectives If You Can't See Immediate, Overwhelming Progress:** Find yourself not feeling like you're making huge leaps and bounds toward your big goals? Break them down into more bite-sized ones that you can accomplish in the near future. Set a goal for yourself like "get leadership trained in 6 months" or "take on more responsibilities in the next quarter." So you sort of add up what you will have done quite specifically in terms of timelines and that big grand goal, and it starts to feel more real.
- **Refinement by altering conditions:** Hey, life is fluid and things happen huh? The goals must be dynamic, changing and adjusting based on new opportunities, challenges or shifts in your life. If there is a goal you started at one time that no longer makes sense for reasons beyond your control, i.e.: delinquency of the economy system, career shift and so on; then the best you can do is to redefine this goal but in function with reality but maintaining fidelity with your vision.
- **Learn From Mistakes And Celebrate Success:** The key is to be aware of the fact that you are moving forward even if it's teeny tiny bit or small in your eyes which will help you keep motivated and also learning to further the positive behaviour. But defeats must be taken as opportunities, not a form of defeat. The silver lining to stuff that hasn't worked for us is it gives us a chance to really dissect what we did wrong and get smarter with how we can approach our goal setting activities.

Gradual Revision and Redefining of Goals will Ensure Success in the Long Run both for personal and professional life of a person.

Contextual Review:

Steve Jobs never felt shy to refocus on his objectives based on the new environment. He worked at Pixar and NeXT after leaving Apple, both of which he returned to take over. All his later successes were a direct consequence of having been refining and updating his goals on an ongoing basis.

Microsoft's Shift to Cloud Computing

By the mid 2000s, Microsoft was keenly aware that it needed to shore up its position in the personal computer market. But with the rise of cloud computing in the industry, it was clear to the company that it had to rethink long-term strategy. Microsoft under CEO Satya Nadella switched to cloud based products and subscription models. Daily goal evaluation commitment was still in place the company had committed to a continuing that allowed the company to grow and leap ahead of other counterparts in the technology sector.

Small Business: A Local Café's Reaction to COVID-19

In relation to an imagined reduction in foot traffic due to COVID-19, and the ensuing transformation of a café into one that offers only delivery services with digital branding for continued business. Remarkably, despite such uncertainty the café not just survived but thrived due to its capacity for adjusting its business model 'on a dime' in order to respond and adapt to external disruptions.

The Role of Evaluating Goals on an Ongoing Basis

Because frankly, the ability to redeploy and make sense of goals on a systematic basis has been critical for people, for corporations, even for small businesses to be able to adapt with changing conditions. Regular re-evaluation sets the right goals as you evolve, contributing to long term success by ensuring current priorities are meeting evolving conditions.

10.2 Job Role Mapping: Identifying Potential Career Paths

Job role mapping can be the process of determining and assigning roles, responsibilities, competencies and career levels for a job in an association or category. This involves the comparison of several job roles of the company and discovering how different these roles are according to skills, career progress etc. 1) First and foremost, job role mapping provides clarity on what to expect and a clear understanding of expectations from all of the jobs that are in place. On the flip side, It opens up the potential for employees and organisations to collaborate on mapping out what kinds of

roles fit in individual skills, and their goals for where they want future career to go. The mapping of job roles helps employees to recognize their place in the company structure and how they should progress up the career ladder by defining career paths.

Job Role Mapping is the process of mapping a job's duties and responsibilities to the qualifications needed in order to perform that job effectively, all the way down to what you can expect out of your career. It serves as a vehicle to allow an individual know where he/she is at the moment, what skills do he/she possess and having a planned move of career progression. Utilizing that job role mapping within a goal setting and it'll ensure efforts are directed toward obtaining the skills or competencies to increase productivity or make a long term career success.

Importance of Job Role Mapping for Goal Setting



Fig 6.3 Significance of Job Role Mapping in Goal Setting

- **Job Role Mapping - Job responsibilities and mapping:** An extensive job responsibilities including day-to-day tasks, desired output & KPIs are broken down to initiate job role mapping. When people know what is required to succeed in a job, they have a complete picture of what can be done right now to increase effectiveness and high performance in the present position.

Knowing the Skills and Competencies that will be Needed: Every job requires a certain set of skills – industry specific knowledge, general knowledge, and soft skills including technical know-how, leadership ability, problem solving, and an eye for the business. This mapping of job roles among other configuration a person in his area. It can be determined what learning and development goals are required to close talent gaps for better overall performance when these roles are defined.

- **Career Aspiration Mapping To Future Role:** This helps employees to develop long term career aspiration based of a possible role in or with other company. In fact it would be a inspiring' example of how a person who want to be become an employable project manager need competencies in leadership, budgetting and strategic planning for eg.

Professional development goals are formulated not only to enable progress in peoples career but also the organization needs.

- **Development Plan:** The assistance to understand the job roles involves in developing a formal learning and development plan, which may include obtaining certifications, attending workshop or exposure by way of on-job training. It is this program-centric structured methodology that establishes the foundation for skill building based on market demand and career pathing around the premise of personal and professional growth.
- **Progress and Fixes to Remember:** A cyclical, trackable process that encourages continual goal setting even if it looks like mapping for professional role. Developers developing a plan will experience continuous improvement from the self, supervisor evaluations and performance reviews until any development goals can be revised if needed. Careers or other professional options could be adjusted to the evolving demands in the industry.
- **Enhanced Job Satisfaction and Career Progress:** Conversely, as employees define where they are going through job role mapping, they feel more motivated and involved. High job satisfaction and a more positive view of the job ahead are due to a clearly defined career ladder that links expectations for the job with opportunities for growth and skill development.

Importance of Job Role Mapping for Career Growth



Fig 6.4 Significance of Job Role Mapping in Career Development

Job role mapping includes the steps that should be taken to determine, analyze and match up roles with what an individual is capable of doing or being able to do on the basis of where he/she wants to go in their career and how they want to grow. It is an organized way to make sense of what career advancement looks like and the ways you travel along the line of professional goals.

Here's why job role mapping is so essential to the career development process.

- **Helps Professionals Navigate a Clear Career Road:** It is used to guide professionals along a well-defined career path. They can see what the position inside an industry currently is and what steps are required to move up in order to achieve their career goals. "So the same person that might be an entry level marketing associate can also leverage job role mapping to understand what the skills, experiences are so they pre-prepare for moving into a manager if necessary and have those right career progressions.
- **Job Role Mapping Based on Organizational Requirement:** The ideal job role mapping ensures that the career plan of an employee aligns with the organizational needs. The employee is "more engaged because he knows his role in the bigger picture of what a business does. It's that it enhances job satisfaction and workforce productivity, and makes it more likely that people will look for internal opportunities that are in line with their career aspirations."
- **Reveals Skills Gaps and Development Needs:** Job role mapping allows professionals to fill a skill gap and leverage it for career growth. It offers a 'road map' of how to set your goals that are do-able and prurposful professional development. For example, a software developer would like to be promoted as a project manager, they could leverage the job role mapping dimension to find out what is needed or expected from him in terms of leadership training, project management certification and enhanced communication skills for being able to –qualify- for that position. And that leads people to then see what's lacking in these skills and the find the right skill for an organization: "oh, you need someone to do that training," and they will start exploring different training programs and workshops or mentorship activities.
- **Best for Job Role Mapping:** It is extremely useful for job seekers changing careers or shifting Industries. It focuses on transferable skills, and highlights other capabilities that are needed in order to facilitate the move. By taking a deep dive into the skills require to do well at another role you might be interested in doing, such as a finance professional looking to move to data analytics and would use job role mapping to look at strong analytical and data visualization capabilities needed for a new position. Being in this framework gives a strategic advantage to transition careers and make the change with greater chances of success.
- **Assistance in Making Personal and Professional Choices:** individuals can make 36 such chocies on the way to their career. It also provides the forecast about future short term and long term goals of employee and what training could be taken, which helps to map job roles as per employee aspirant. It also supports wage claims to employers under a competency and career passage contract.

- **Promotes Lifelong Learning and Career Improvement:** With the diversity in the industry, learning is fortunately lifelong and carries inseparable personality from career. Job role mapping enables professionals to learn, develop and upskill at every stage of their career by providing a way for them to do that job-role progression mapped career progressions. Besides, this elevates the competencies of individuals and organisations with a dynamic workforce composed of competent employees and low employee turnover.

Mapping is numeral one in career development: creating a map is being very clear about skills and gaps and mapping the individual's actual career aspirations with those required by industry. It supports better performance of career-changing and on-going occupational development. When you combine mapping job roles with setting goals, that's about the most capable and rewarding career navigation for the long haul.

Career Map: From Data Analyst to Chief Data Officer (and everything in between) I'd be willing to bet most data analysts and people working in analytics roles are far more concerned about their company's business than they are about things like cascading or inheritance.

Entry-Level: Data Analyst

About Us: At GE Aviation, we are imagination at work.

Required Skills: SQL Python /R Data Visualization – Tableau, Power BI Statistics Business Acumen

Milestones:

- Learn data cleaning and visualization.
- Measure your skill by working with authentic datasets to reveal the hidden insights.
- Develop business storytelling skills.

Rubrics NSQF (India)Level 5-6: Has foundation andadvanced skills in data analysis.

Mid-Level: Senior Data Analyst/Business Intelligence Analyst

Role Summary: Run data projects, partner with teams and develop dashboards for strategic decision making.

Key Skills: Predictive modeling, fundamentals of machine learning, data governance, communication with stakeholders.

Milestones:

- Lead cross-functional analytics projects.

- Enhance machine learning skills and experiment with models.
- Performance tuning of SQL queries.

SHRM GL 3.D – HR Expertise (HR Knowledge); Relationship Management SHRM BoCK Areas: Business A drug manufacturer is seeking a new line of products.

NSQF Level 6-7: Analytics for decision making and business problem solving.

Level Up: Data Science Manager / Lead Data Scientist If you have experience leading a team of data scientist, this would be the held title.

Summary: Data team management, data strategy, model deployment oversight. Core Skills: Leadership, advanced machine learning, cloud computing (AWS, Azure & GCP), AI ethics. Milestones:

- Lead a team of analysts/scientists and assign responsibilities.
- Apply AI/ML to business use cases.
- Contribute to organizational data strategy.

Competency Framework Alignment:

SHRM's Leadership & Navigation, Relationship Management.

NSQF Level 7-8: Strategic data decision making, AI leadership.

Your General and Superintendent Executive level title: CDO- Chief Data Officer

Position Summary: Guides enterprise-wide data strategy, governance and monetization.

Key Skills: Data governance, risk management, business strategy, C-suite communication.

Milestones:

- Develop a company-wide data strategy.
- Be compliant from a regulatory perspective and an ethical AI point of view.
- Drive business decisions with data narratives.

Competency Framework Alignment:

SHRM's Leadership, Global & Cultural Effectiveness. NSQF Level 8-9: Strategic development at enterprise level.

Job Role Mapping Template

Here's a template learners can fill out to visualize their career journey:

Current Role	Required Skills	Skill Gaps	Learning Plan	Future Role
Data Analyst	SQL, Python, Data Visualization	Advanced ML, Cloud Computing	Take online courses, Work on projects	Senior Data Analyst
Senior Data Analyst	ML, Business Strategy	AI Ethics, Leadership	Attend workshops, Find a mentor	Data Science Manager
Data Science Manager	Leadership, AI Deployment	C-Suite Communication	Executive coaching, MBA	CDO

10.2.2 Analysing Job Descriptions

If you are ready to jump for a specific career, job description analysis is an important first step. This gets people in the door running a want-list of their personal development with what industry actually expects. Following is what to consider in a job description review.

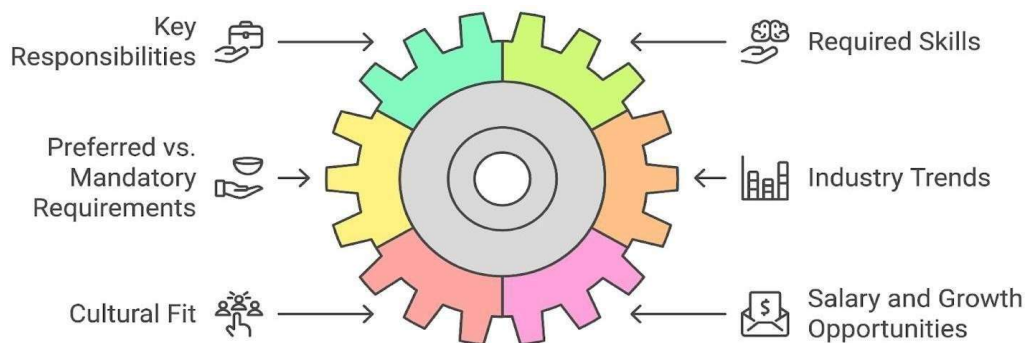


Fig 6.5 Navigating Job Descriptions for Career Success

A job description defines the primary roles and responsibilities linked to a particular job. By reviewing this in detail, candidates can determine whether these are responsibilities to which the skills and career aspirations they currently have are suited. It tells you a lot about the industry, and what some of the important things that they need done are, when all of these dust duties pop up in so many job descriptions. This information can be used for professional goal setting and monitoring – e.g., target learning opportunities (a specific project experience or skill).

- **Minimum Skills & Qualifications Required :** All job descriptions will probably have minimum skills and qualifications required, such as technical expertise, inter-personal ability, leadership abilities etc. These expectations can be rated by job applicants to determine their own strengths and areas for growth. Set goals – These could range from gaining a particular certification (e.g. programming language), or gaining proficiency

with industry software that may be required for the job you're trying to achieve. Using this formula, hopes and desires of being a career are brought in line with the industry standard and what is actually achievable.

- **Job Skills Depiction of "Must Have" and "Prefer":** Job Qualifications are identified as must have (required) or preferred. This difference provides candidates an opportunity to see how they might spend their professional development time. Preferred skills contribute into making a candidate profile however not prerequisite as the prerequisite is the job eligibility. Take the following with a pinch of salt however, but just as an example: if leadership experience is something that it's perceived you can take or leave, employees might be encouraged to develop their skills in such areas through activities like mentoring, volunteering or being involved in side projects.
- **Experience emulation:** The experience emulation is the process of becoming comfortable with new technologies, thinking in a different way, developing software to make easier the life of developers. For example, references to skills such as data analytics, artificial intelligence or remote working tools often suggest that they have gained prominence. And These are some inputs for the professionals to frame your skill development objectives- competencies as per industry needs.
- **Company Values, Culture and Work Environment:** Many job descriptions describe the company values, culture and work environment. In evaluating these areas, the candidates can sense if an organization is a "fit" with his or her work style and long-term career plans. Yeah, for some people there is a message to have structure and enterprise behavior...for other people they love the freedom, the flexibility of start up culture — . These are opportunities for potential candidates to have a more realistic day-in-the-life view of what their future career as made up and some of the life-balance challenges they may encounter on the journey.
- **Prospects for Career Progression and Salary:** Here, you might be curating the range of salary and career progression in job description. For professionals, it assists with the goals they would like to achieve in 3 months - one year and long-term career planning. "The more mobile the role, the more they may want to focus on development of leaders rather than climbing up the career ladder." A lot of people who are doing a job in a certain profession, if they feel they are not being paid what they think they should be getting them, will say I am going into another profession or move to where they pay is better.
- **Careers Strategy and Customising Applications:** Focusing in on a job, then distilling some of the person specifications in to your resume/cover letter/interview script demonstrates to the employer what you can do for them and tells them that they'll not be spinning their wheels with someone who hasn't done their homework when throwing an application at them. By following this customized approach, you'll ensure that your

work will result in the most interviews and job offers for the jobs you want. It also serves as clear professional goals for your career and a practical step by step guide on how to do it both in the short and long term.

It will need proactive career planning if that is the case, and this means analysing job descriptions. It enables professionals to gauge whether they're a good fit for particular positions, identify areas that need improvement and set achievable development targets. Knowing what industry standard is to compare oneself to allows one to market oneself and keeps in a position of taking (not giving) free/more satisfying work.

Example: Job Description Analysis Title: Position Manager Marketing Summary:

Because we're looking for an inspired Marketing Manager to head up our marketing team, responsible for the creation and delivery of Marketing strategies designed to help drive brand awareness, customer acquisition and sales growth. Key Responsibilities:

- Creation and execution of full marketing plan to drive brand visibility and revenue.
- Lead and mentor a team of marketing pros.
- Market dynamics and competitors are reviewed to create strategies for changing marketing plans.
- Coordinate sales and marketing objectives when engaged with the Sales team.
- Writing, creating social media posts, email campaigns and all of the other digital content stuff.
- Establish marketing budget and ensure that campaigns are cost efficient.

Skills and Qualifications:

- Experience in Marketing established, ideally at a Leadership level.
- Solid understanding of digital marketing tactics (SEO, SEM, email marketing and social), how they work together.
- Be familiar with analyzing tools like Google Analytics, HubSpot etc.
- strong communication skills, both written and oral.
- Leadership and team management abilities.
- Flexibility to pivot marketing strategies based upon performance and changing market dynamics and think up creative, but effective ways on the fly.

Education and Experience:

- Marketing, Business Degree or Related Field.

- Minimum of 5+ years marketing or communications experience.

Certifications:

- Google Analytics Certification (preferred)
- HubSpot Inbound Marketing Certification (preferred)

Company Culture:

- Results driven, however team-oriented and approach to innovation.

Key Components:

Required Skills:

- Digital Marketing: strong SEO/SEM, email marketing and social media skills.
- Analysis: Good with tools like Google Analytics.
- Leadership role: The role which has the feature of guiding a team to win.
- Communication: Must be excellent writing and communication in the written or verbal form as relates to coordination of a team, conveying a message to the public.

Required Experience:

- Having a background in Marketing, from at least 5 years of experience in the field, means that both strategic thinking and practicability involvement is needed.

Leadership experience- Assume that you will be moving from an entry level /Junior Level role to a Senior Level Role and have influence or lead a team.

Responsibilities:

- Leading and executing marketing strategies.
- Managing budgets and ensuring cost-effectiveness.
- To analyze the trends and refine the best strategies.

Assessment of the description makes it a simple matter to what the qualifications are, primary responsibilities and what is expected for holding such position, It becomes elementary for prospective employees to tell if they do or they don't qualify and even more, what skills require improvement in order to fit in.

10.2.3 Matching Skills and Qualifications to Roles

Setting goals are vital in the career building and one of the important things that you need to consider is, whether you fulfill the qualification and experience required for a

particular job or not. Your ability matches to job requirements affect your chances of getting the best opportunities and also on your satisfaction level and career span. Though it isn't simple, there's a series of key steps toward knowing what opportunities are the best ones for the skills and qualifications you have.

- **Only Apply for Jobs that Require Your Core Strengths and Abilities:** This includes hard skills (i.e technical expertise like coding, data analysis or writing)3 soft skills (i.e communication, leadership or problem solving). This will help you find out the players that you are best at and really add value. With self-assessment tools, peer input and appraisals, we can discover our strengths in the context of some job role.
- **Industry Specific Job Requirements Industry Trends:** It is necessary to have qualifications due to the dynamic nature of industry manpower requirement chronology within and between the respective industries. The educational requirements needed for various jobs and then reading their people's job descriptions, not to mention keeping current with what its employees in the field you are interested in do can give you an idea of what an employer is looking for. Read job announcements and see if you can even use that as material to close the gap between you being in job-hunting mode and meeting your first employer. Networking and speaking to the professionals in the sector – You will get a chance to chat about the project areas not listed on a job description, and pick up tips from some of the best in the business.
- **Job Options:** Research potential job roles and check yourself against what the job role is asking for. If you can manage to bring these experiences out in your resume and cover letter there's lots of things that you're getting that is going to make it. Look at getting more mileage out of your learning, whether that means certifications or hands-on experience when there are gaps. And employers try to find candidates who can demonstrate that their training, experience and ability translate into the job they're hiring for.
- **Resume and Cover Letter –** From there, a component of your Resume and Cover letter will take shape for every application. Instead, help the development of most pertinent skills and advance in them as well experience related to the sort of work demanded. Therefore you can put the candidate keywords that are in the job posting into your resume and application so it rises to the top of a recruiter, or automated system, search. Your resume should communicate two things: that you understand the role and that you're perfect for it. The resume is generally in a suitable edited form.
- **Interviews & Networking Conversations:** Essentially, you would want to bring in how your skills come into play in the interview you are getting at or in the networking conversation. More real life examples to demonstrate the same success you have achieved in the past and that how what it means for them, (remember before expressing this, ask what can they offer). Practice Practise is all and everything — it will

make the common interview questions routine to you, improve your skills and make you more confident using STAR (Situation, Task, Action, Result) in response.

- **Network with your Industry:** If you find that you can network with industry professionals, actually get the chance to see what it would be like working for them out in the business/f&A. They can guide you on career direction, advise what courses to take and assist when presenting some or all of your qualifications so they are enhanced. You could also attend networking events, search out LinkedIn connections and mine your network via professional organizations, which also may be able to advise you on how you can better align your skills with your career goals.

Properly identifying and accommodating your qualifications to the jobs you want can go a long way in focusing a wide open field, as well as getting you hired into the career of your dreams. Life long learning, self evaluation and strategical planning assists you to keep yourself up-to-date in job market, but also close the difference between professional goals and professional competences.

Relevance of Job Skills and Competencies

Moving jobs and being promoted demand tailoring your skills and credentials according to the needs of the market. Therefore, it is also important for competitive professionals to develop these competencies and assume the T shaped professional model.

The Importance of Transferable Skills

What are transferable Skills These refer to capabilities that relate to any industry or job. These are: Analytical Thinking – The ability to solve problems through logical reasoning.

- **Communication** – Communicating concepts in a manner that can be understood by others.
- **Project Management** – on how the works are set out and presented and how long it takes and a working relationships with many groups.
- **Leadership and adaptability** – Management of change, motivating people, decision making in the face of risk.

The T-Shaped Professional Model

A T-shaped professional has:

- **Vertical line of the T:** expertise in one area – e.g. a person with highly specialized financial capabilities understanding every risk there is.
- **Breadth (the horizontal bar of the T)** - it included having generalistic knowledge in one subject but not to be restricted only to that and broad on other topics areas – few examples: fintech, data science, customer experience and so on.

This means that there is a massive demand for specialists in cross-section, and new and rapidly growing sectors like fintech, health tech, and marketing tech.

Real Example: Finance to Fintech

- An example of the set of skills one need to gather, if coming from a finance background and having a deep knowledge in investment analysis are:
- Data Science Skills – Python, SQL and predictive modelling.
- Rapid Insights on Blockchain, AI in Trading, and Digital Payments – Quick overview of the three!

User-Side / Featured Articles : Learning product development and UX in financial products

Skills Gap Analysis & Learning Plan

Current Role	Future Role	Skills I Have	Skills I Need to Learn
Financial Analyst	Fintech Product Manager	Investment Strategy, Risk Analysis	Data Science, UX/UI, Product Management
Marketing Manager	Digital Growth Strategist	Branding, Customer Insights	SEO, Performance Marketing, Analytics

Given this fact, one can easily appreciate the fact that the T-shaped skills are suitable f throughout those readying themselves for a shift in the direction of the highly sought-after technology occupations.

Such skills help professionals to transfer between industries, for instance, from financial services to fintech or from brand management to digital marketing.

Bridging the Skills Gap

There is a discrepancy between what people are trained for and what firms require. Goal setting that can optimally bridge this gap would therefore provide the possibility to organize learning and skill development. Setting specific goals which we can accomplish will be an opportunity to help our own capabilities and keep us all current with the most recent job industry as well as progress in our professional.



Fig 6.6 Bridging the Skills Gap

Address Skill Shortages: The first step in addressing a skills gap is identifying where the gaps are located. It can be employer input, industry research, self-evaluation or skills auditing examinations. For instance, a student wants to prepare for a marketing position and learns that he lacks data analytics skill, so he can put a learning objective on this. Establishing something to aim for in a way of learning how to acquire skills is one of the simplest ways to learn, period.

Establishing SMART skill development goals : Once you have understood the gaps in your aforementioned skill, what you might want to do is use the SMART (Specific, Measurable, Achievable, Relevant and Time-bound) methodology to create goals for its development. A SMART goal could be: 'I will finish the 'Python Programming Course' and build 2 projects by next 3 month; or, I have to go for the coding.' By following this plan you're ensured to have a good number of solid progress and results in place.

Using online learning and certifications: Technology has already made it easy to bridge the skill gap without formal education, be it online courses, workshops or certification. You can take subject-specific courses on platforms like Coursera, LinkedIn Learning etc. This is also important and having a target in your mind to do one certification at least in needed skill and increase the employment chances (will give jump 4X salary), and back of it you will get career growth.

Experiential Learning: Knowledge without practising is a mere theory. To utilize newly learned techniques, they should establish objectives to practice through internships, freelance projects, voluntary work or personal projects. For example, someone who wants to be a graphic designer should have done 5 portfolio pieces in the past 3 months so that they can show their talent to employers.

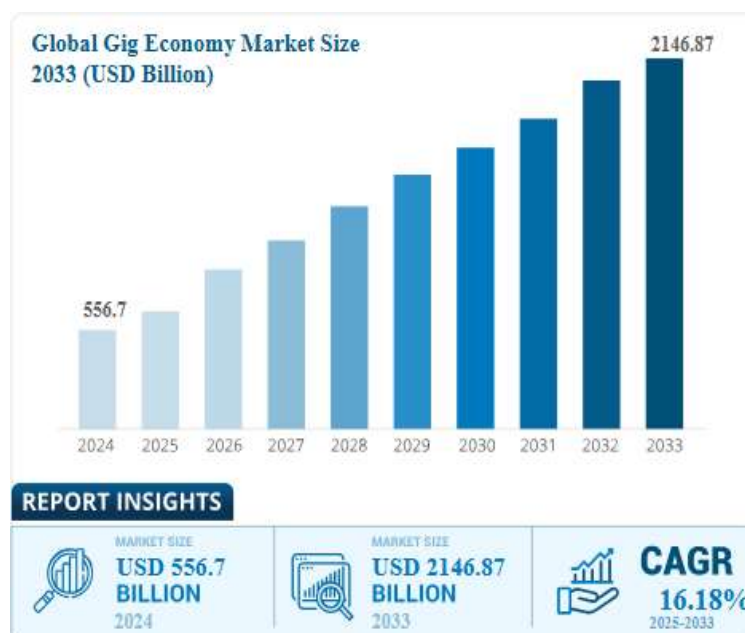
Look for a mentor and network: Getting mentors, mentors in the industry, and professional networks is an objective that can be really helpful to help you validate your path on the skill development path. The solution is to attend the industry events, join the professional associations so you can absorb what mentor says and understand exactly what they expect from you- all while honing your craft. For instance: “Go to three networking events per quarter” is a performative goal on the order of professional development.

Ongoing Skills Enhancement: As your carrier piloted you, over time skills required to be marketable change. The goals for lifelong learning are long term and they need to be continuously adjusted in view of changes within the professions. Goals that served professionals can soon become obsolete as evolution of the market trends and it is obligatory to rephrase your goals, since the professional profile assumes frequent revisions in order to stay competitive on job market. For example, that IT guy could challenge himself to self-teach a new programming language each year to stay current with advances in technology.

Monitoring and Adjusting: This isn’t a set it and forget kind of thing, is all I’m saying. A journal could be kept, progress checklist set or skill review goals for a month to someone holding him/herself accountable. If learning technique is insufficient and target are not being achieved then the target should be re-designed and learning method should be reshaped.

Goals organized in a structured manner enable people to attempt bridge that gap methodically by continuing learning, enhancing their careers. Focused goal setting means step-by-step journey toward professional success whether it be through learning, action, connections or guidance.

Gig Economy Phenomenon Background Review:



The gig economy is a labor market that consists of short-term contracts or freelance work as opposed to permanent jobs. The gig economy has surged with the rise of digital platforms like Uber, Airbnb and TaskRabbit, which now offer flexible jobs to millions in the U.S. and across the globe. In this let's-case, we report the global gig economy and how it impacts India specifically when challenged with and what opportunities of Labour it provides.

Global Gig Economy: A Snapshot

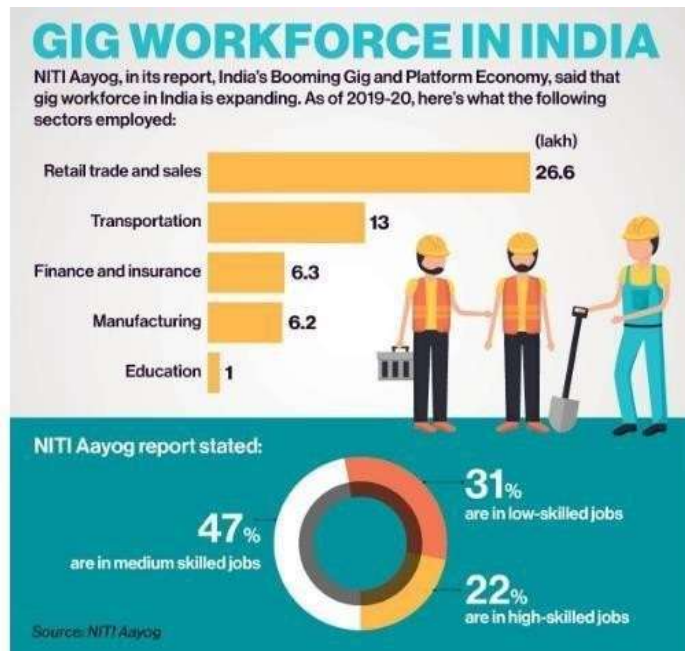
Global Size and Growth The global Gig Economy market size is projected to be USD 556.7 billion in 2024, from USD 204.19 billion US Dollar in 2020, with a CAGR of 16.18% during the forecast period. The Worldwide gig economy market it is expected to grow at more than CAGR of more than 16% over the next five years, will reach USD 1.847 trillion in 2032 in terms of revenue accumulations.

Key Players:

- **Uber & Lyft:** Disrupting the transportation industry with a part-time, flexible driver gigs.
- **Upwork & Fiverr:** Freelance platforms for everything from writing and design to software development.
- **Airbnb:** Allows people to earn money by letting out their homes and spare bedrooms, transforming the face of the hospitality industry.

Worker Demographics: Programmer Kicks, Andyspy and a laptop provider are members of what is estimated at 15% of the global workforce practicing gig work, with the majority being independent contractors. By 2024, 48% of members of the gig economy are expected to be part of this work force, especially in developed economies where digital infrastructure makes it possible for people to work remotely or on a freelance basis.

Gig Economy in India: Prospects and Challenges



Market Size and Employment: The Indian gig economy has been growing significantly over the years, reaching around 77 lakh workers who will be working in the gig work by the year of 2024. India's gig economy workers will double to 2.35 crore (23.5 million) by 2029-30, accounting for 6.7% of the non-agriculture workforce. The industry is expected together about 1.25 percent of India's GDP by 2030.

Sectors Driving the Gig Economy

- **On-Demand Services:** Ola, Uber, & Swiggy are the top gig employers in India providing riders and drivers flexibility in earning and utilizing transportation services.
- **Freelancing** – As global companies are looking for cheaper labor and freelancers in IT, Design, Content Writing, Digital Marketing etc., the demand of these skills has risen.
- **Hospitality:** Companies like Airbnb have allowed property owners to earn extra money through short-term leasing.

Government and Policy Impact:

- The Indian government has recognized the potential of the gig economy and is shaping policies to improve the conditions of work and security for such workers.
- The gig and platform workers were included as beneficiaries under the Labour Codes, passed by Indian government in 2024, to provide them with social security and benefits which is a significant step towards formalising the sector.

Challenges

- **Job security:** Vast amount of gig workers do not get Long term job security, health benefits, and contribution to retirement fund that is being provided in case of full time employees.
- **Varying income:** Gig workers make a far less predictable and steady income than traditional workers, whose paychecks remain consistent from week to week.
- **Lack of Legal Protection:** Gig workers do not have a legal protection and such things like long-term work contracts, paid time off, and even benefits for workplace accidents are non-existent.

Key Takeaways:

- **Global Trends:** The gig economy is taking off around the world as a time and money saver for businesses, thanks to cost-cutting forced workers who love it.
- **India's Growth:** The gig economy in India is set to boom, with millions of new workers entering the labor market in areas such as transportation, freelancing and hospitality.

The good bits and the bad While there are benefits to making money on the side, there can be challenges too – around job security; irregular income; and rights. How much that gig work future will be overseen by government will be vital to decide.

- **Looking Ahead:** As the gig economy becomes increasingly prevalent around the world and in India, businesses, workers and policy makers need to adapt to make gig work a lasting option for future labor.

This case study of the gig economy examines evolving patterns of work and how they are reshaping the traditional labour market, as well as how businesses and workers are responding to these changes.

10.3 Summary

- ⌘ Clarity of personal and professional goals is the way to map success in the career world. But something SMART like goals should be specific, measurable, attainable, relevant and time-bound (SMART).
- ⌘ Get job satisfaction & fulfillment by going through factors such as: Career choice matches with one's value, interest and long term goal.
- ⌘ Milestones, such as skill acquisition and internships serve as stepping stones or halfway points perhaps of a career towards leadership positions or self-employment.
- ⌘ Exploring a range of industries, roles and skills that sector specific jobs require enables an informed choice to be made about future career pathways.

⌘ Customising certain skills to accommodate industry needs will help to shape what might need improving or which competencies should be focused on.

⌘ By sequentially developing the appropriate education, training, certification and experience, you construct a career ladder.

⌘ You could talk to other professionals, join industry forums or just have a mentor who can impart wisdom, connect you with people and open doors to job prospects.

⌘ Over the years with industries innovating, one has to become trendy and up-skill in order to accost change – for a long career.

10.4 Key Terms

Setting goals: Identifying a precise, measurable, and attainable target to establish a route for personal as well as career development.

SMART Goals: Specific, Measurable, Achievable, Relevant, and Time-bound - A framework for setting good goals which are specific, measurable achievable relevant time bound.

Career Planning: Making plans for the future career in terms of planning and determining goals, as well as learning how to have a successful career.

Career Goals: Short- and long-term vocation or career plans.

Job Role Mapping: It is the process of correlating or matching one's skills, education and sometimes other things in order to choose from a variety of job roles.

Skill Gap Analysis: Diff between the current skills and required to identify the areas for learning improvement in a persons career path.

Career Pathway: A structured series of job-related experiences and responsibilities that provide an opportunity for employees to advance in their chosen field.

Industry Trends: The most recent changes and needs within a sector which affect the career and job opportunities.

10.5 Descriptive Questions

What contributes to success in business and life? And, how do goals factor into it? Give examples of short-term and long-term career goals.

How Does Professional Learning Support One in Meeting Their Professional Goals?

What is Job Role Mapping And How does it fit into Your Career Plan? How does one research as well as explore potential career paths specific to their own skills & interest, effectively?

What are job profiles to look at while evaluating an industry? How can networking and mentorship help to explore, to define the right career?

How are our own values inputting the goal setting process, and why is it key that we make certain our goals of life match up with those of our professional careers?

Tell me about a time when you set a goal for yourself (either personal or work-related). What strategies you used to stay on track and what challenges did faced down?

How can SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives enhance career planning? Provide an example of career-related SMART goals.

Discuss and compare your short term and long term goals. How can pursuing out immediate aims help long-term career success?

What might be some advantages to setting goals for improving workplace satisfaction and professional development? Support your answers with examples that illustrate how would behave in the real world.

Take any industry you like. Choose three job roles from your industry of interest and describe required skills for each role.

What are some steps that you would recommend for someone who needs help with professional opportunities when identifying job titles and setting goals?

10.6 References

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10.7 Case Study

Anchoring personal with professional aspirations for career success

Jennifer, a 30-year-old marketing professional. I have five years of experience working as a marketing coordinator. While her job is pleasant, she doesn't feel any connection to its overarching career goal. All this while, she has other personal goals (family and financial independence are two of them) but these don't seem to match up with her career goals. Jennifer wants a better way to reconcile personal and professional aspirations, so that she can improve her present and future, for a more balanced life.

Introduction:

She is in a moment of life and career transition. On the contrary – there she is doing great things with her current job, but does not have the opportunity to express all of her dreams and values along her professional journey. Isn't this an ideal package that you should take up to a proper marketing manager or even director, but doesn't fit in with her own objective of starting a family and having work-life balance. This case study will focus on the challenges and issues that Jennifer is encountering with respect to synthesizing her career viability and personal goals.

Characteristics of Case Study.
Name of Case: No Time for a Career
The purpose of writing this case are defined as follows: Introduce the issue - The analysis paper introduces Jennifer's situation; she is currently struggling to balance between her desired attainment from the profession industry realm, however has some conflicts in making the decision (Rees & Porter 2002).

Issue 1: Professional Goals vs Personal Goals

Jennifer wants to be a senior executive, wants to see as far up the corporate ladder she can go, but wonders if committing the time and energy it would require will take away from her desire to start a family. She fears not finding the right work-life and family-business travel balance.

Solution:

For her own sake and for the benefit of her career, Jennifer will need to be very explicit in setting limits and make clear deals about alternative work arrangements. In senior marketing roles she could consider opportunities that offer a more favourable work life balance (e.g. remote jobs, or flexible working hours). And she can slowly advance in her career by taking leadership projects and mentoring others without sacrificing her family life. She should also favor companies that embody work life integration culture to align with her own goals and aspirations.

Issue 2: Financial Independence vs. Professional Advancements

Jennifer's goal of financial independence is still a long way off, she knows, but if she is going to meet it, she understands that she will need time and energy that moving up in her career will demand. She's not certain she can earn enough to make it there: "I want a house, and I want to save for the future."

Solution:

Jennifer, in addition, must consider that her career will progress when looking at financial goals to include in a comprehensive financial plan. That might also involve setting savings goals, budgeting and finding some side hustles or investment choices to increase her earnings. This way, she can continue on the path to financial independence without having "to get that big promotion or a salary bump." And Jennifer can also explore other jobs that would offer both career advancement and better pay, such as marketing management, or higher-paying (but more flexible) roles at smaller companies.

Reflective Questions

How I am supposed to choose a good career advancement without putting on the right expectations.

How do I communicate to future employers or bosses how I need to work for pure joy?