

Lecture 15

15.1. Communication

Communication concerns itself with sharing or conveying of information through experience, speech or behavior and it is usually two-sided. Any source of information is ineffective if it is not communicated well. Thus, communication *per se* is considered as a great skill and its importance is not negligible at all.

15.2. Communication Process

To identify the communication process, one first needs to identify the stakeholders involved in communication. These are the **Sender** (who sends a message) and **Receiver** (who receives the message or report, to whom the message is sent). These two members form core of the communication process. Additionally, **feedback** is also an integral part, in which the response of the receiver and sender are gauged.

Generally, there are 5 elements of this communication process:

- Sender's initiative
- Receiver's reception
- Message or content
- Medium of instruction
- Feedback of both sender and receiver

Integral parts of communication include the following:

- Be very specific. That is, use only actual information and not any distracting, overwhelming or unnecessary information. Time is of crucial importance.
- Use supporting facts and figures, whenever possible, to be more credible.
- Keep the reader benefit and interest in mind. As for reports, this is covered with your audience analysis.
- Your communication should be coherent and clear in meaning, with one basic idea. When it comes to report writing, bear in the mind the previous discussion on thesis statement, unity and coherence.
- Consider using the right level of language. This is based on the level of the person for whom you are writing a report for or generally with whom you are communicating.
- Ensure that your communication has no omission or errors. That is, do not let important information be omitted or erased from the report. Furthermore, errors must be avoided.

15.3. Reasons to Communicate

- To persuade an audience to accept your point of view

- To instruct an audience by directing actions
- To inform an audience of facts, concerns, or questions you might have
- To build trust and rapport by managing work relationships

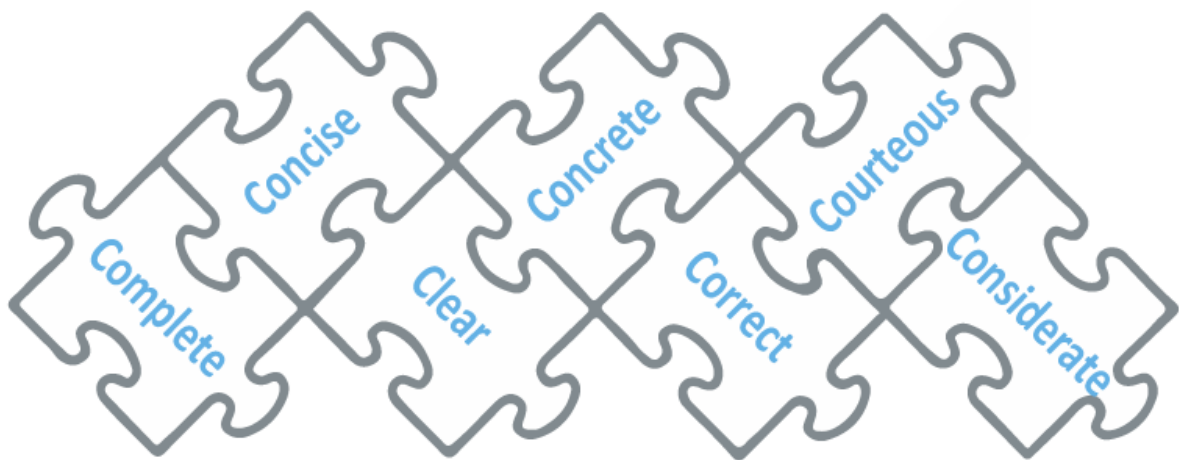
15.4. Seven C's of Effective Communication

On a professional level, there is no space for mistake in our communication. To achieve this, a popular checklist called Seven C's of Communication help you improve your professional communication skills and increases the chance that the message will be understood in the same way as it was intended. On Professional level, we communicate through meetings, emails, conference



calls, reports, presentations etc.

These Seven C's are likewise known by the name of the "Principles of Effective Communication (EBC)". The name "Seven C's" stems from two facts viz. that each letter starts with a "C" and that they are seven in number. These Seven C's may look innocuous but do act as good aides with a significant standing.



These are listed out in Figure 1.

15.4.1. Clarity

This C aims to getting the meaning from your head to the head of your reader, accurately. This is not as simple as it sounds. The process is muddled by the fact that we all carry around our own unique interpretations, ideas and experiences associated with each word or non-verbal gesture.

To achieve clarity in communication, choose **precise, concrete** and **familiar words**. Consider the following examples:

Another way to achieve clarity is by **constructing effective sentences** and **paragraphs**

The core approach to achieving clarity lies in the construction of the sentences. Any grammatically correct statement, when clearly expressed, moves thoughts within a paragraph. The important mnemonic to help you remember is **LUCE**, which stands for Length, Unity, Coherence and Emphasis.

15.4.1.1. Length

Constructing effective sentences and paragraphs requires a balanced consideration of length. In order to manage any sentence properly, there is recommended strength of words in a sentence.

- The upper limit of recommended length of words for sentences is 17 to 20 words. It can exceed to 30 words, if there is such a need. The only emphasis lies in helping the receiver to get a full grip or understanding of the sentence.
- If the length of a sentence exceeds 40, then divide the sentence into 2 sentences.

Points to remember

- Appropriate length of paragraph depends on the number of lines (not sentences) in that paragraph.
- In report writing, recommended number of lines for:
 - Beginning paragraph is 3 to 5.
 - Intervening (central, proceeding) paragraphs is 7 to 12 (can move upto 15 to 20 lines).

15.4.1.2. Unity

The sentences must be constructed in such a way that the idea must stand united. The ideal approach is to have a single idea per sentence. However, if a supporting idea is needed, you may add these, with appropriate use of transition words and phrases. The very aim must still be constructing sentences in which ideas which are related to each other.

For example: “Economics is taught at CIIT to prepare students to contribute to Pakistani economy in a better way.” In this sentence, two interrelated ideas are shown but they are connected.

15.4.1.3. Coherence

This may sound synonymous with “unity”, and indeed, the fundamental purpose is the same. However, what makes this different is that coherence is more global than unity. By this, we mean that sentences together should be weaved together to discuss a common theme.

Coherence means the unity created between the ideas, sentences, and paragraphs.

15.4.1.4. Emphasis

The quality that gives force to important parts of sentences and paragraphs is emphasis. Good writers understand what should be emphasized and what shouldn't be. There are various ways to emphasize different ideas which include the use of headings, tabulations, pie charts, graphs, underlining, Italics, colored fonts etc. The following examples may be of more help:

Little Emphasis	Better Emphasis
Candidates should be motivated and have interest in static and dynamic testing of material, and have those prerequisites and other.	Prerequisites in candidates should include expertise in static and dynamic testing of material.

Collectively, the LUCE approach is applied in the following examples:

In the first “bad” example, we do not know who Waseem is, what his duties are, let alone the purpose of the conversion. The “good” example corrects this.

Flawed Example	Better Example
Hi Ahmad, I wanted to write you a quick note about Waseem, who's working in your department. He's a great asset, and I'd like to talk to you more about him when you	Hi Ahmad, I wanted to write you a quick note about Waseem Khan, who's working in your department. In recent weeks, he's helped the IT department through several pressing

<p>have time. Best, Kamran</p>	<p>deadlines on his own time. We've got a tough upgrade project due to run over the next three months, and his knowledge and skills would prove invaluable. Could we please have his help with this work? I'd appreciate speaking with you about this. When is it best to call you to discuss this further? Best wishes, Kamran</p>
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Similarly, in the following example, the flawed example doesn't inform readers which conversation Ali is referring to. If Ali had met Saba on multiple occasions that day, then he wouldn't know what Ali is actually talking about. In the corrected example, the reader knows exactly what is expected of him because the message is clear.

Flawed Example	Better Example
<p>Hi Saba, I would like to schedule a meeting with you in regards to yesterday's conversation. The topics you covered were great, and I'd like to speak about it in detail. Please let me know when you would like to have this meet. Regards, Ali</p>	<p>Hi Saba, I would like to schedule a meeting with you in regards to your presentation on email marketing. The topics you covered were great, and I would like to discuss implementation on our current clients. Please let me know when you have the time so that we can discuss it in detail. Regards Ali</p>

15.4.2. Conciseness

The word "concise" means "to the point". In our context, in simple terms, this means avoiding the use a lot of words. A concise message saves time and expense for both sender and receiver. Conciseness contributes to emphasis; by eliminating unnecessary words you let important ideas stand out. When combined with "you-view", concise messages are more interesting to the recipients. Conciseness includes, but is not limited to:

- **Eliminating wordy expressions:** Use single word substitute instead of phrases without changing meaning.

Wordy	Concise
As this time	Now
Due to the fact that	Because
In due course	Soon
Allow me to say how helpful your response was	Your last response was helpful.

- **Including only relevant material:** Stick to the purpose of the message. Delete irrelevant words and sentences. Omit information obvious to the receiver. Avoid long introductions, unnecessary explanations, excessive preposition and adjectives etc. Get to the important point, concisely.

Wordy	Concise
At this time, I am writing to you to enclose an interview card, which has been post-paid, for the purpose of arranging a convenient time when we might get together for a personal interview.	Please return the enclosed interview card to setup a convenient time for an interview.

- **Avoiding unnecessary repetition:**
 - Use short forms the second time e.g. instead of ‘Benazir Income Support Program’, ‘BISP’ should be used and instead of citing “American Association of Technical Analysts” again and again use “it” or “they” or AATA.
 - Use pronouns.

Single Word Substitutes	
With regard to	About
Despite the fact that	Although
At the present writing	Now
Is of opinion that	Thinks
In the first place	First
At a rapid rate	Fast

Following are some other examples:

Flawed Example	Better Example
<p>Hi Ayyan,</p> <p>I wanted to touch base with you about the email marketing campaign we kind of sketched out last Thursday. I really think that our target market is definitely going to want to see the company's philanthropic efforts. I think that could make a big impact, and it would stay in their minds longer than a sales pitch.</p> <p>For instance, if we talk about the company's efforts to become sustainable, as well as the charity work we're doing in local schools, then the people that we want to attract are going to remember our message longer. The impact will just be greater.</p> <p>What do you think?</p> <p>Ali</p>	<p>Hi Ayyan,</p> <p>I wanted to quickly discuss the email marketing campaign that we analyzed last Thursday. Our target market will want to know about the company's philanthropic efforts, especially regarding our goals to become sustainable and to help local schools.</p> <p>This would make a far greater impact, and it would stay in the minds of people longer than a traditional sales pitch.</p> <p>What do you think?</p> <p>Ali</p>

The flawed example is too long! There's repetition, and there's plenty of "filler" taking up space. The better example corrects this.

Flawed Example	Better Example
<p>Dear Zakir, I wanted to talk about the video editing ideas we sort of planned the other day. Don't you think it would make a lot of sense to also add additional elements to the videos? I mean, I think that would sort of improve the quality of the videos as well as have a stronger impact on the client's message. For instance, we could add a dissolve transition on each movie, which would then give it a seamless flow. This would then make the video cleaner and be more appealing in the minds of the people. The impact would just be a lot greater. This makes a lot more sense according to me. What do you think? Regards Bilal</p>	<p>Dear Zakir, I wanted to discuss the video editing ideas we planned yesterday. It would be better to add additional elements to the video to have a stronger impact on the client's message. A dissolve transition would give a seamless flow to each movie and make the videos cleaner and appealing in the minds of the target audience. What do you think? Regards Bilal</p>

Again, this email is quite long and there is a lot of repetition. The email has been made shorter and to the point.

15.4.3. Completeness

Business message is complete when it contains all facts the reader or listener needs for the reaction you desire. As you strive for completeness, keep the following guidelines in mind:

- Provide all necessary information
- Answer all questions asked
- Give something extra when desirable

Answer all questions that are asked. Give something extra when desirable. Check for five W's & one H (Who, What, When, Where, Why and How). Answering the five W's helps make messages clearer. Look for questions: some may even appear buried within a paragraph. Locate them and then answer them precisely. Use your good judgment in offering additional material if the sender's message was incomplete.

Flawed Example	Better Example
<p>Hi all, Let us meet tomorrow to discuss the</p>	<p>Hi all, Let us meet tomorrow at 11 AM at</p>

product lunch event. Please be there on time.
Thanks
Muraad

Conference Room 3 to discuss the product launch event. We should decide the keynote speakers and complete the event invite draft tomorrow. Please be there on time.
Thanks
Muraad

In the flawed example, there is no agenda, no location and no time is given in this example. If the flawed example above, there is another error. The writer has spelled “launch”. Spell checkers don’t always work so make sure you proof read everything.

Flawed Example	Better Example
<p>Hi everyone, I just wanted to send you all a reminder about the meeting we're having tomorrow! See you then, Asad</p>	<p>Hi everyone, I just wanted to remind you about tomorrow's meeting on the new telecommuting policies. The meeting will be at 10:00AM in the second-level Conference Room. Please let me know if you can't attend. See you then, Asad</p>

The flawed example misses the following:

- What meeting?
- Where is this meeting?
- When will it begin?

Note: Example are taken from

1. <http://www.stpaulsice.com/Students/Blog/7-C-s-of-Effective-Communication>
2. <https://www.invensislearning.com/blog/7-rules-of-effective-communication-with-examples/>
3. https://www.mindtools.com/pages/article/newCS_85.htm
4. Murphy, H. (2008). Effective Business Communication. Tata McGraw Hill Education Private Limited.