

# Chapter 1: Nature and Process of Communication

## 1.1 Introduction to Communication- Meaning & scope

Meaning of Communication:

Communication can broadly be defined as exchange of ideas, messages and information between two or more persons, through a medium, in a manner that the sender and the receiver understand the message in the common sense, that is, they develop common understanding of the message.

The word communication is derived from the Latin word ‘communicare’, which means to share, impart, participate, exchange, transmit or to make common. It emphasises on sharing common information, ideas and messages. It is not merely issuing orders and instructions.

Communication is a two way process of exchanging ideas or information. One person alone cannot carry out communication. When you communicate, there has to be a receiver or an audience that would reciprocate. Only then can your communication be complete.

Communication is a process of transmitting and receiving verbal and non-verbal messages. It is considered effective only when it achieves the desired reaction or response from the receiver. The response may be positive or negative. In case of absence of any response, communication is incomplete.

### Definitions:

“Communication is the transfer of information from a sender to a receiver, with the information being understood by the receiver”. — Koontz and Weihrich

The Oxford dictionary defines communication as ‘the imparting or exchange of information by speaking, writing, or using some other medium.

According to Newman and Summer, ‘Communication is an exchange of facts, ideas, opinions or emotions by two or more people.’

To summarize, communication has been defined as:

- A process of passing information and understanding
- A two way process of reaching mutual understanding
- The act of making one’s ideas and opinions known to others.
- The process of imparting ideas and making oneself understood by others
- The transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting actions.
- A systematic and continuous process of telling, listening and understanding.

## 1.2 Objectives of Communication:

Communication is carried out with some purpose or objective. The communication activity of an organization fall into three broad categories:

1. Interorganizational Communication: This takes place within an organization. It takes place in the form of orders, circulars, notices, emails, etc.
2. Interorganizational communication: This takes place between a business organization and people outside the organization. It can take place in the form of company presentations, advertisements, displays, project reports, etc.
3. Personal communication: This communication is undertaken without a specific objective. Personal conversations, gossip, grapevine communication are examples of personal communication.

### Importance of Communication:

The desire to socialize and get formed into organised groups necessitates the need for communication. In the fast changing world, managers communicate changes in technology, structure or people to the subordinates. If the communication system is well organised, it becomes easier for subordinates to understand and act upon the message. Communication plays important role in the lives of individuals and organisations.

The following points highlight the importance of communication:

#### 1. Basis for planning:

Planning is the basic function of management. If plans are well designed and communicated for their implementation, it leads to organisational success. Planning requires extensive environmental scanning and information about internal and external organisation elements. An effective system of communication helps in obtaining this information. Implementing the plans requires communicating them to everybody in the organisation. Communication is, thus, the basis of planning.

#### 2. Motivation to work:

Employees are motivated to work if their needs are satisfied. Communication helps managers know needs of their employees so that they can adopt suitable motivators and inspire them to develop positive attitude towards the work environment.

#### 3. Job satisfaction:

Exchange of information develops trust, confidence and faith amongst managers and subordinates. They understand their job positions better and, thus, perform better. People are committed to organisational objectives which promotes job satisfaction,

4. Commitment to organisational objectives:

Managers who follow an effective system of communication understand employees' needs, adopt suitable motivators to satisfy them, appraise their performance and provide them regular feedback. The employees also work with commitment towards organisational objectives.

5. Coordination:

Communication coordinates organisational resources (human and non-human), individual goals with organisational goals and internal environment with external environment. Coordination is the key to organisational success and communication is an active contributor to coordination.

6. Adaptability to external environment:

In order to survive in the changing, dynamic environment, managers continuously interact with external parties like government, suppliers, customers, etc. This requires effective communication system in the organisation.

7. Internal functioning of an enterprise:

Managers interact with parties internal to business enterprises. They constantly obtain and provide information to them. More effective the communication system, more accurate will be the information.

8. Healthy industrial relations:

Satisfied workers contribute to healthy organisations. Communication brings managers and trade unions closer, develops mutual understanding and promotes industrial peace and harmony. This increases industrial production.

9. Helps in performing managerial roles:

According to Henry Mintzberg, managers perform three major roles – interpersonal, informational and decisional. Communication helps managers in performing these roles effectively. In interpersonal roles, managers interact with superiors, peers and subordinates; in informational roles they receive and give information to people inside and outside the organization and in decisional roles, they take important decisions and communicate them to organisational members for their effective implementation.

10. Facilitates leadership:

Effective leaders interact with followers, guide and inspire them to perform the individual and organisational goals. Effective communication process facilitates leaders to carry out the leadership functions.

11. Facilitates control:

Planning is effective if accompanied by an effective control system. Control is possible when managers assess subordinates' performance, correct and prevent deviations and provide them regular feedback of performance. Control function largely depends upon communication system of the organisation. How effectively managers control organisational activities depends upon how effective is the communication system.

#### 12. Training and development:

Imparting training and development facilities to employees depends upon how well their superiors communicate with them. Trainers with good communication skills are better than those who have poor communication skills.

#### 13. Substance to organisational existence:

Obtaining information to make plans, making members aware of authority-responsibility structure, position in the organisational hierarchy, coordinating their activities is the

### **1.2 Principles of communication/ The 7 Cs of Communication**

The 7 Cs provide a checklist for making sure that your meetings , emails , conference calls , reports , and presentations are well constructed and clear – so your audience gets your message.

According to the 7 Cs, communication needs to be:

1. Clear.
2. Concise.
3. Concrete.
4. Correct.
5. Coherent.
6. Complete.
7. Courteous.

In this article, we look at each of the 7 Cs of Communication, and we'll illustrate each element with both good and bad examples.

#### **1. Clear**

When writing or speaking to someone, be clear about your goal or message. What is your purpose in communicating with this person? If you're not sure, then your audience won't be sure either. To be clear, try to minimize the number of ideas in each sentence. Make sure that it's easy for your reader to understand your meaning. People shouldn't have to "read between the lines" and make assumptions on their own to understand what you're trying to say.

## Bad Example

Hi John,

I wanted to write you a quick note about Daniel, who's working in your department. He's a great asset, and I'd like to talk to you more about him when you have time.

Best,

Skip

What is this email about? Well, we're not sure. First, if there are multiple Daniels in John's department, John won't know who Skip is talking about.

Next, what is Daniel doing, specifically, that's so great? We don't know that either. It's so vague that John will definitely have to write back for more information.

Last, what is the purpose of this email? Does Skip simply want to have an idle chat about Daniel, or is there some more specific goal here? There's no sense of purpose to this message, so it's a bit confusing.

## Good Example

Hi John,

I wanted to write you a quick note about Daniel Kedar, who's working in your department. In recent weeks, he's helped the IT department through several pressing 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,

Skip

This second message is much clearer, because the reader has the information he needs to take action.

## 2. Concise

When you're concise in your communication, you stick to the point and keep it brief. Your audience doesn't want to read six sentences when you could communicate your message in three.

- Are there any adjectives or "filler words" that you can delete? You can often eliminate words like "for instance," "you see," "definitely," "kind of," "literally," "basically," or "I mean."

- Are there any unnecessary sentences?
- Have you repeated the point several times, in different ways?

#### Bad Example

Hi Matt,

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.

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.

What do you think?

Jessica

This email is too long! There's repetition, and there's plenty of "filler" taking up space.

#### Good Example

Watch what happens when we're concise and take out the filler words:

Hi Matt,

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 our goals to become sustainable and help local schools.

This would make a far greater impact, and it would stay in their minds longer than a traditional sales pitch.

What do you think?

Jessica

### **3. Concrete**

When your message is concrete, then your audience has a clear picture of what you're telling them. There are details (but not too many!) and vivid facts, and there's laser-like focus. Your message is solid.

#### Bad Example

Consider this advertising copy:

The Lunchbox Wizard will save you time every day.

A statement like this probably won't sell many of these products. There's no passion, no vivid detail, nothing that creates emotion, and nothing that tells people in the audience why they should care. This message isn't concrete enough to make a difference.

Good Example

How much time do you spend every day packing your kids' lunches? No more! Just take a complete Lunchbox Wizard from your refrigerator each day to give your kids a healthy lunch and have more time to play or read with them!

This copy is better because there are vivid images. The audience can picture spending quality time with their kids – and what parent could argue with that? And mentioning that the product is stored in the refrigerator explains how the idea is practical. The message has come alive through these details.

#### **4. Correct**

When your communication is correct, it fits your audience. And correct communication is also error-free communication.

- Do the technical terms you use fit your audience's level of education or knowledge?
- Have you checked your writing for grammatical errors? Remember, spell checkers won't catch everything.
- Are all names and titles spelled correctly?

Bad Example

Hi Daniel,

Thanks so much for meeting me at lunch today! I enjoyed our conversation, and I'm looking forward to moving ahead on our project. I'm sure that the two-week deadline won't be an issue.

Thanks again, and I'll speak to you soon!

Best,

Jack Miller

If you read that example fast, then you might not have caught any errors. But on closer inspection, you'll find two. Can you see them?

The first error is that the writer accidentally typed conservation instead of conversation. This common error can happen when you're typing too fast. The other error is using weak instead of week.

Again, spell checkers won't catch word errors like this, which is why it's so important to proofread everything!

## **5. Coherent**

When your communication is coherent, it's logical. All points are connected and relevant to the main topic, and the tone and flow of the text is consistent.

### **Bad Example**

Traci,

I wanted to write you a quick note about the report you finished last week. I gave it to Michelle to proof, and she wanted to make sure you knew about the department meeting we're having this Friday. We'll be creating an outline for the new employee handbook.

Thanks,

Michelle

As you can see, this email doesn't communicate its point very well. Where is Michelle's feedback on Traci's report? She started to mention it, but then she changed the topic to Friday's meeting.

### **Good Example**

Hi Traci,

I wanted to write you a quick note about the report you finished last week. I gave it to Michelle to proof, and she let me know that there are a few changes that you'll need to make. She'll email you her detailed comments later this afternoon.

Thanks,

Michelle

Notice that in the good example, Michelle does not mention Friday's meeting. This is because the meeting reminder should be an entirely separate email. This way, Traci can delete the report feedback email after she makes her changes, but save the email about the meeting as her reminder to attend. Each email has only one main topic.

## **6. Complete**



In a complete message, the audience has everything they need to be informed and, if applicable, take action.

- Does your message include a "call to action," so that your audience clearly knows what you want them to do?
- Have you included all relevant information – contact names, dates, times, locations, and so on?

#### Bad Example

Hi everyone,

I just wanted to send you all a reminder about the meeting we're having tomorrow!

See you then,

Chris

This message is not complete, for obvious reasons. What meeting? When is it? Where? Chris has left his team without the necessary information.

#### Good Example

Hi everyone,

I just wanted to remind you about tomorrow's meeting on the new telecommuting policies. The meeting will be at 10:00 a.m. in the second-level conference room. Please let me know if you can't attend.

See you then,

Chris

### **7. Courteous**

Courteous communication is friendly, open, and honest. There are no hidden insults or passive-aggressive tones. You keep your reader's viewpoint in mind, and you're empathetic to their needs.

#### Bad Example

Jeff,

I wanted to let you know that I don't appreciate how your team always monopolizes the discussion at our weekly meetings. I have a lot of projects, and I really need time to get my

team's progress discussed as well. So far, thanks to your department, I haven't been able to do that. Can you make sure they make time for me and my team next week?

Thanks,

Phil

Well, that's hardly courteous! Messages like this can potentially start office-wide fights. And this email does nothing but create bad feelings, and lower productivity and morale. A little bit of courtesy, even in difficult situations, can go a long way.

Good Example

Hi Jeff,

I wanted to write you a quick note to ask a favor. During our weekly meetings, your team does an excellent job of highlighting their progress. But this uses some of the time available for my team to highlight theirs. I'd really appreciate it if you could give my team a little extra time each week to fully cover their progress reports.

Thanks so much, and please let me know if there's anything I can do for you!

Best,

Phil

What a difference! This email is courteous and friendly, and it has little chance of spreading bad feelings around the office.

### **1.3 Nature/ Features of Communication**

1. Communication is an exchange of ideas.  
Communication is the process through which an exchange of information takes place. It is the sharing information, ideas, concepts and messages.
2. Two or more parties are involved in it.  
In communication exchange of information takes place between two or more persons. The one who initiates the exchange is the sender of the message (speaker/ writer) and the one who receives and interprets it is the receiver of the message (listener/ reader).
3. It is a two-way process.

## 1.4 Process of Communication

Communication consists of the following eight components which are inter-related.

- |                     |                      |
|---------------------|----------------------|
| 1. Idea             | 6. Receiver/ Decoder |
| 2. Sender           | 7. Decoding          |
| 3. Encoding         | 8. Feedback          |
| 4. Message          |                      |
| 5. Channel & Medium |                      |

### 1. Idea

Every message, whether oral or written, has its origin in an idea that germinates in the mind of the sender of the message. Every idea refers to some context. Thus the idea or information that the sender wants to convey to the receiver is the source of the message in the communication process.

### 2. Sender/ Encoder

The person who initiates the communication process is referred to as the encoder. The process of communication begins with the sender who identifies the need to communicate. The sender must have a clear picture in his mind about what he wants to communicate and should accordingly select symbols, words, images, etc. The sender must identify his audience and formulate the message in such a way that the receiver understands fully what he intends to convey and interprets it within the same context.

### 3. Encoding

Encoding takes place when the sender formulates his idea into a message to be transmitted to the receiver, using a series of symbols- verbal/ or non-verbal, written or oral. The sender should encode the message keeping in mind the purpose of communication and should select words or symbols that help the receiver understand the communication correctly and to achieve the expected feedback. Encoding is a process of creating a message for transmission by an addresser to an addressee. A way that an individual puts his thought together with the way he is going to communicate. Eg: using speech by thinking of another language and the way he is going to put it in a sentence and also if he is going to use sign language. The sender as well as the receiver should attach the same meaning to the symbols or words, otherwise communication will fail. Thus proper encoding is essential for successful communication.

### 4. Message

A message is an idea transformed into words. It can be expressed in different ways depending upon the subject-matter, purpose, audience personal style and cultural background of the sender.

### 5. Channel and medium

An appropriate medium chosen to send the message is known as channel. It is the vehicle which facilitates the sender to convey the message to the receiver. Channel is a system used to transmit a message, whereas medium is one of the forms/ types used under that system. For example oral communication is a channel and telephone conversation is a medium. There are three broad channels of communication and there are several media under each. These are listed below:

Channel	Medium
Oral	face- to-face conversations, telephone conversations, audio tapes  Voice mails, gestures, etc.
Written	letters, memos, reports, manuals, notices, circulars, questionnaires, minutes, emails, faxes, etc.
Audio-visual	cinema, television, video-tapes, video conferences, video chat, etc.

Thus there is a difference between a channel and a medium. The sender should choose the best possible channel and medium to transmit his message.

#### 6. Receiver/ Decoder

The person who receives the encoded message is referred to as receiver. The receiver may be an individual or a group of individuals. As communication is a two-way process, the receiver is as important as the sender of the message. A receiver may be a listener or a reader or a viewer of the message. He not only receives the message but also tries to understand, interpret and perceive the total meaning of the message.

#### 7. Decoding

It is a process by which the receiver interprets the message and translates it into meaningful information. The meaning of the message is the sum total of the meanings of the words ( symbols) together with the tone and the attitude of the sender as reflected by his choice of words and the structure of the message.

#### 8. Feedback

Feedback is the response given by the receiver of the message to the sender of the message. When the encoder receives feedback, he gets to know that communication has been accomplished. Feedback can be immediate, later, can be positive or negative. It can be verbal or non verbal. In communication feedback plays an important role. It ensures that the receiver has received the message and understood it just as it was intended by the sender. Feedback is the

most important component of communication. Without feedback, the communication process is incomplete.

Example:

A student, who lives in a hostel, wants some money. She writes a letter to her father asking him to send her money. The father sends money, along with a letter. In both cases (sending money and sending the letter), the father is responding to the communication initiated by his child.

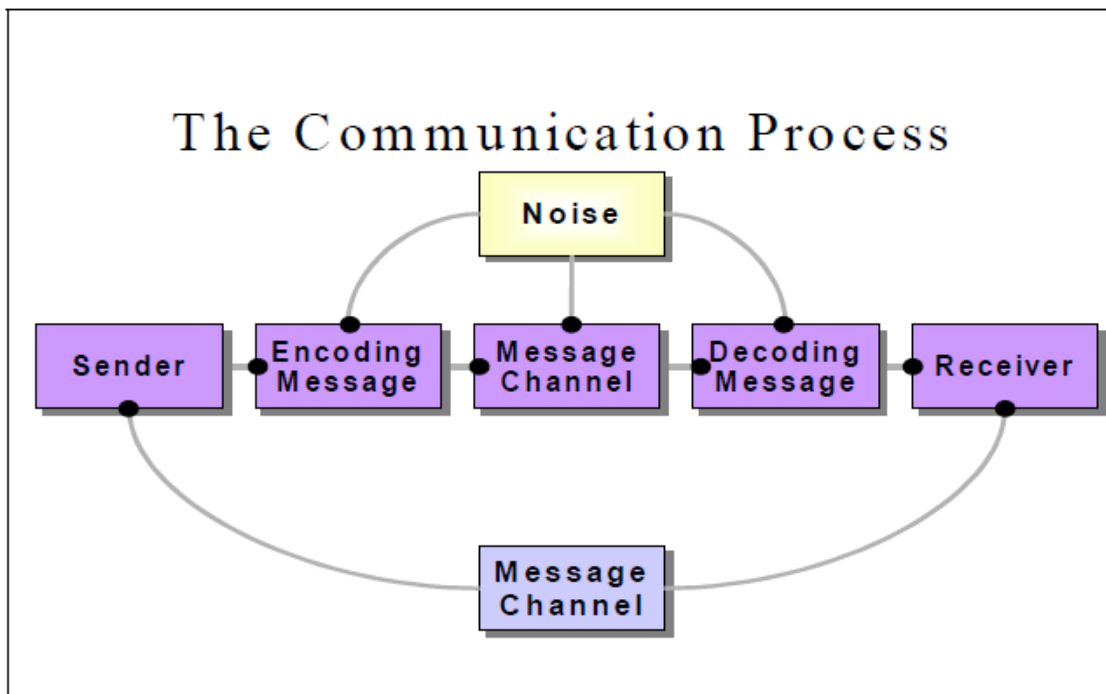
Encoder: the student/ child  
Message: needs money  
Channel: written communication  
Medium: a letter  
Decoder: the father  
Feedback: sends money and letter

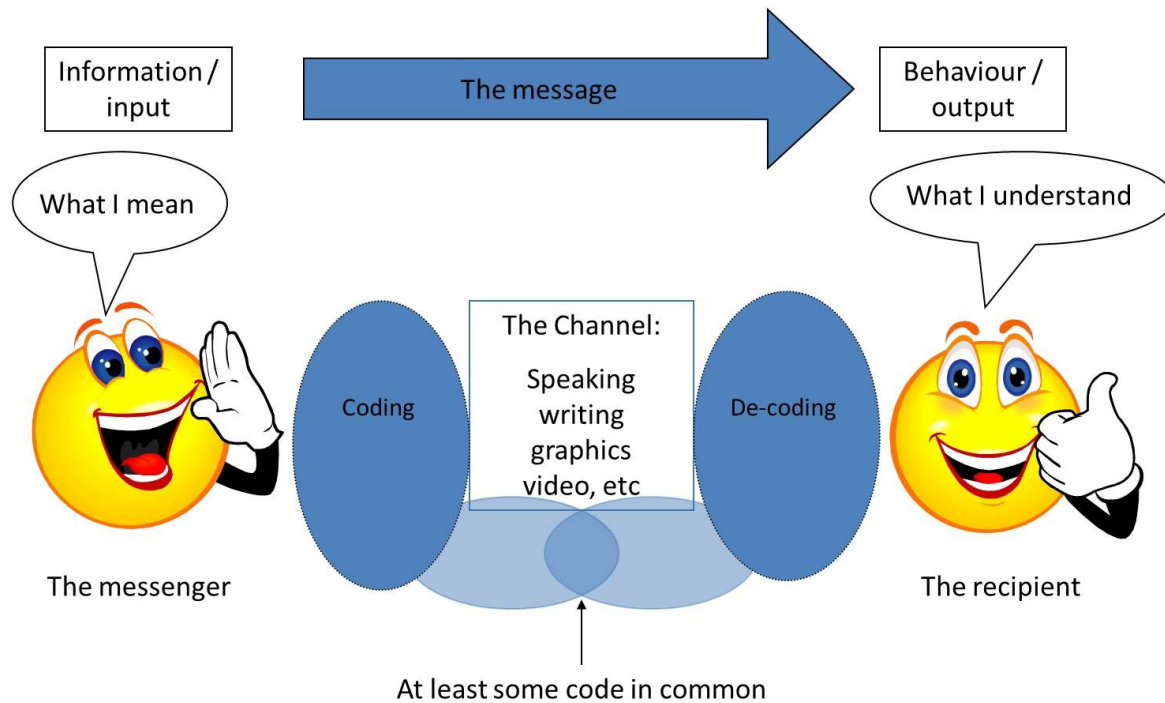
Message conceived:- is to form or develop in the mind

Message perceived: the way the receiver senses the message either by hearing or watching.

Message decoded: The receiver has to understand the message that the sender has just sent. This could be misunderstood easily by interpreting words differently.

Message understood: At this stage the message is understood, if not the cycle has to start again.





### **Role of feedback in communication**

Communication is the exchange and flow of information and ideas from one person to another. It involves a sender transmitting an idea, information, or feeling to a receiver. Effective communication occurs only if the receiver understands the exact information or idea that the sender intended to transmit.

Feedback is essential in communication so as to know whether the recipient has understood the message in the same terms as intended by the sender and whether he agrees to that message or not. Receivers are not just passive absorbers of messages. They receive the message and respond to about the subject matter about what they have understood. This response of a receiver to sender's message is called Feedback. Sometimes a feedback could be a non-verbal, smiles, sighs and other times, it is oral. It can also be written like replying to an e-mail, etc.

Feedback also enables us to evaluate the effectiveness of our message. It makes communication meaningful. It is the end-result of an idea and makes communication a continuous process. If our audience doesn't understand what we mean, we can tell by the response and then refine the message accordingly. Giving our audience a chance to provide feedback is crucial for maintaining an open communication climate. The speaker must create an environment that encourages feedback. For example after explaining the job to the subordinated he must ask them whether they have understood it or not. He should ask questions like "Do you understand?", "Do you have any doubts?" etc. At the same time he must allow his subordinated to express their views also.

Static communication creates a vacuum. The speaker assumes the message is received but has no feedback from the listener. This lack of feedback means the speaker fails to modify the message

to help the listener better understands the speaker's attitude and position. When businesses fail to create open feedback channels, they operate in a communication vacuum. Management and owners can't improve their messages to employees, and workers aren't able to ask questions about operations or make suggestions for business improvement.

In general, we can quantify the following importance of feedback in communication, either in a formal or informal setting.

1. It completes the whole process of communication and makes it continuous.
2. It sustains communication process
3. It makes one know if one is really communicating or making sense
4. It is a basis for measuring the effectiveness of communication
5. It is a good basis for planning on what next to be done especially statistical report
6. Communication will be useless without feedback
7. Feedback paves way for new idea generation

The basis being established here is that, feedback is the livewire of communication as communication is the livewire of human existence and interaction. The process of communication finishes only when the vicious cycle ends up with feedback. Thus, feedback should be carefully considered before being put forward due to its significance.

## **1.5 Attributes of a Culinary Professional**

The current focus in food preparation, from hospital kitchens to epicurean restaurants is trending toward use of more natural ingredients, because everyone wants better tasting, more nutritional meals. It's an exciting time to become a culinary professional!

Culinary professionals need a strong skillset, based on education and experience as well as a personality that lends itself to the rewards – and, yes, the stress – of working in one of today's top service/hospitality industries. The culinary arts profession is very competitive, and you know who your biggest competitor will be? You! If you want to join the fast-paced world of professional food preparation, you'll spend the rest of your life experimenting, testing, and modifying your own recipes.

### **Personality Traits of Successful Chefs**

Giulia Simolo is a South African journalist who shares the following personality traits that can be developed to become a culinary professional:

**Effective communication** – Your employees will come from varied backgrounds, and you'll need to be careful when communicating. What you think is funny could be an insult to another. When a client is irrational and angry, you'll be understanding and polite. When an employer wants the impossible, you find a workaround.

**Emotional strength** – You may have to work long and unusual hours. For example, many pastry chefs work all night and sleep during the day. You may have to cope with a great deal of pressure every day.

**Flexibility** – You’re finally Head Chef! You worked hard to get there and take pride in your accomplishments. But if the dish washing employee fails to show, guess what? You wash dishes. If the delivery of a necessary ingredient is delayed, you change the recipe. Flexibility may be the most valuable personality trait you’ll develop.

**Organization** – You need to know where everything is located instantly. “Everything in its place and a place for everything.” Your ability to be successful depends on this.

**Physical strength** – You will be on your feet, moving rapidly for many hours, almost every day. Stamina and good health are necessary attributes you’ll need to have to remain focused.

**Excellence . . . is a Skill**

Cleanliness – You know safe food handling is important, but your work area itself should be clean, from floor to ceiling.

Creativity – Your creative presentations of food as well as imaginative recipes can establish your reputation as a great chef.

Culinary experience – With time, you will recognize the variety of flavors and how to use them as well as become more proficient at using knives and other food preparation and delivery equipment.

Detail-oriented – Cooking is a science; measurements and ingredients should be precise.

Good business sense – A culinary professional should always think about ways to lower costs and increase profits, no matter what industry he or she serves.

Motivated – Not only should you have the drive to succeed, you should be able to motivate others in your kitchen to perform above-average and to take pride in their work!

Multitasking – A chef has – literally – a lot of irons in the fire. You’ll need the ability to organize and supervise several tasks at the same time.

Team player – No matter what your specialty or where you work, you need others and they need you. You’ll want to be supportive of your co-workers and work effectively with other staff and management.