



IRRIGATION MANAGEMENT TRAINING INSTITUTE

[33 Years of Excellence in Training & Development]
Thuvakudy, Tiruchirappalli - 620 015.

Training Programme on
**TIME MANAGEMENT AND
COMMUNICATION SKILLS**
for JLOs and MLOs of WRD / PWD

Background Reading Material

Period : 27.06.2017 - 28.06.2017
Venue : IMTI, Tiruchirappalli - 15.

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TIME MANAGEMENT



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Time as a Resource:

Time is a pre-planned and systematic process that is undertaken to provide you with the opportunity to be more goal-oriented, effective, and clearer thinking, so that your resultant behavior will lead to the achievement of your personal and professional goals.

Time Management Training Objectives:

- ✦ To prioritize workload more effectively
- ✦ To allocate time more efficiently
- ✦ To learn new time management skills/strategies

What is Time Management?

- ✦ Using the time available to the greatest advantage
- ✦ Assessing and improving your present time management skills

Defining Time Management

We have all heard of 24 / 7 / 365 and we each have 24 hours every day,

so why is it that... some people can run organizations or countries, while others seem to get bogged down in the simplest job?

The secret lies in effective time management

Several Benefits of Effective Time Management:

- ✦ Achieve better results
- ✦ Improve the quality of our work
- ✦ Work faster
- ✦ Lower our stress level
- ✦ Make fewer mistakes
- ✦ Reduce the number of crises faced
- ✦ Increase our salary
- ✦ Improve our work satisfaction
- ✦ Improve the quality of our non-working life

Examples of Office Productivity & Time Management:

- ✦ If a colleague is buried under mountain of paperwork their chaos will have a negative effect on the rest of the office.
- ✦ If someone consistently fails to plan their projects, everyone else will suffer when the crisis materializes.
- ✦ If you continually work late or take work home you will be stressed, tired and snap at colleagues.

Causes of Poor Time Management

Poor Habits

- ✦ Procrastination
- ✦ Lack of discipline

Interruptions

- ✦ Inadequate planning
- ✦ Drop-in-visitors
- ✦ Telephone
- ✦ Unproductive meetings

Poor Skills

- ✦ Poor planning skills
- ✦ Poor delegation
- ✦ Not assertive
- ✦ Poor paper work handling

List of Ways to Waste Time

- ✦ Lack of focus
- ✦ Interruptions
- ✦ Crises
- ✦ Trivial things
- ✦ Procrastination
- ✦ Reverse delegation
- ✦ Inappropriate training
- ✦ Inappropriate technology
- ✦ Poor delegation (or NO delegation)
- ✦ ...

Additional Time Wasters...

- ✦ Losing things
- ✦ Meetings
- ✦ Telephone calls
- ✦ Junk paperwork
- ✦ E-jokes
- ✦ Traveling
- ✦ Perfectionism
- ✦ Distractions
- ✦ Failure to plan

Never try to teach a pig to sing; it wastes your time and it annoys the pig.

- Paul Dickson

Two Governing Principles of Time Management:

- One : Attitude of taking charge and control over the things of your life.
- Two : Developing self-mastery or discipline by developing good habits

Changing Our Bad Habits

- ✦ Time wasting behavior is repeated so often it becomes an unconscious habit.
- ✦ Now is the time to change and reverse the process of creating bad habits

Exercise : Steps To Changing Our Bad Habits

Write down your most dominant time waster at the top of a page in your notebook:

- ✦ List all the resulting problems
- ✦ Visualize the time saving habit
- ✦ Develop the time saving habit
- ✦ Bad habits monitoring, reminding and reinforcement

Adopt A Positive Attitude

Increase your chance of being successful by adopting a positive attitude to life:

- ✦ Stop making excuses
- ✦ Stop complaining
- ✦ Stop blaming
- ✦ Rise to the challenge
- ✦ Work towards finding a solution
- ✦ Motivate those around us by getting things done

We first make our habits and then our habits make us.

-John Dryden

The chains of habit are generally too small to be felt until they are too strong to be broken.

- Samuel Johnson

The challenge is not to manage time, but to manage ourselves.

- Steven Covey

Effective Time Management Guidelines

- ✦ Daily "TO DO" list
- ✦ Traditional "ABC" list of prioritizing tasks
- ✦ Effective delegation
- ✦ Control and minimize interruptions
- ✦ Handling phone calls
- ✦ Action against procrastination
- ✦ Rules for handling paper work
- ✦ Clear, and accurate communication
- ✦ No open door policy
- ✦ Daily planners

Steps to Effective Time Management:

- ✦ Mastering A To Do List
- ✦ Utilize Techniques That Save Time
- ✦ Create a Time Management Matrix
- ✦ Symptoms of Ineffective Time Management

Create a matrix with 4 quadrants

Quadrant One : Important and Urgent

Quadrant Two : Important but Not Urgent

Quadrant Three : Not Important and Urgent
Quadrant Four : Not Important and Not Urgent

Mastering a To Do List : Prioritization

How to Prioritize:

- ✦ Time factor/urgency
- ✦ Who wants it? Customer/boss
- ✦ Deadline
- ✦ Duration of the assignment
- ✦ Any link to another party/process

Time Saving Techniques : Handling Drop in Visitors

- ✦ Limit the number of people you invite to your work area.
- ✦ Discourage drop-in visitors by turning your desk away from the door.
- ✦ Close your door, if you have one.
- ✦ Stand up to talk to unexpected visitors.

Time Saving Techniques :

Handling Unproductive Meeting

- ✦ Plan what you would like to accomplish
- ✦ Arrive on time.
- ✦ Be prepared to participate in the discussion.
- ✦ Keep attendees to the minimum number of appropriate people.
- ✦ Establish time limit.
- ✦ Keep the discussion on track.

Time Saving Techniques: Taming The Telephone

Management of incoming calls :

- ✦ We are instantly accessible regardless of how unimportant the issue or inconvenient the time.
- ✦ Someone else is determining how we spend our time.
- ✦ Eliminate or cut short the junk calls
- ✦ Get the most from important calls

Managing Incoming Calls

- ✦ Telephonist to screen calls
- ✦ Divert the phone when busy or in meetings
- ✦ Be polite, firm and brief
- ✦ Use your list of excuses
- ✦ Avoid tackling other things while on the phone
- ✦ Ask people to call at particular times
- ✦ Train the caller on best practice
- ✦ If appropriate, SMS or e-mail a reply

Taking Action After Making Outgoing Calls

- ✦ Write down any action in your 'To Do' list
- ✦ Re-prioritise accordingly
- ✦ Action any high priority task

Other Techniques That Save Times :

Handling Interruptions

- ✦ Keep track of where time is going.
- ✦ Have a closed-door policy for certain hours every day.
- ✦ Have phone calls and mail screened.
- ✦ Reserve your most productive time for your most important activities.
- ✦ Set your priorities.

- ✦ In a meeting, stick to an agenda.
- ✦ Make decisions immediately.
- ✦ Communicate once, clearly.

Paperwork management

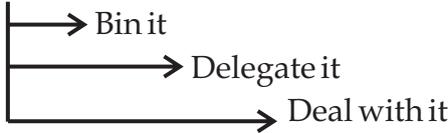
Root Causes of Poor Paperwork Management:

- ✦ Indecision
- ✦ Procrastination
- ✦ Perfection
- ✦ Leaving task unfinished
- ✦ Slow reader
- ✦ Hoarding

Time Saving Techniques:

Effective Follow-up Techniques on Paperwork

Segregate



Identify

Clear visibility on where the items are:

What their status is

- ✦ In, Out tray
- ✦ Stamps/notes
- ✦ Colour code system
- ✦ Avoid piling on your desk

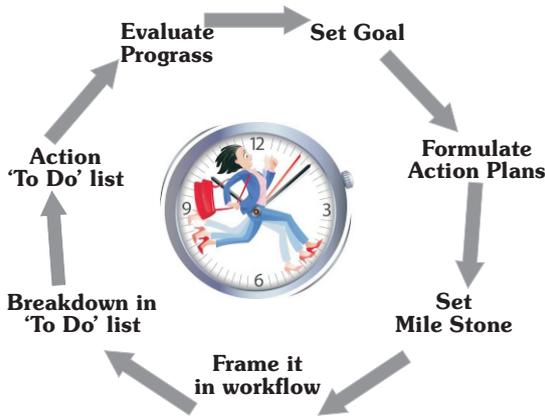
Other Techniques That Save Times

Desk Management

Make a single pile of all your papers, go through them and divide them into categories:

- ✦ Immediate action (urgent and/or important)
- ✦ Pending (can't act on now, pending more info)
- ✦ Reading material (can be based on as 'filter' read anytime)
- ✦ Glance and throw away (sighted or noted, but discarded after)

Time Management Workflow :



Three levels of Planning :

Long - term planning:

Business and personal goals for our future.

Medium - term planning:

We need to develop action plans to turn our dreams into reality.

Short - term planning:

Daily or weekly or monthly plans and activities to achieve medium-term planning.

Exercise: Visualize Your Goals

What do you really want to be doing in 20 years, 10 years,

5 years and next year?

- ✦ Block out half an hour in your dairy with no interruptions to dream about your future. Banish all negative thoughts from your mind and answer the above question.

Remember to consider both work and personal issues

Develop a High Level Action Plan to Achieve your Goals/dreams

An Action plan is a step by step guideline to help you achieve your long-term goals.

Develop Detailed Action Plans

Consider:

- ✦ What are the major steps towards your goal.
- ✦ Break down these big steps into smaller tasks.
- ✦ Focus on the important rather than urgent tasks ahead of you.
- ✦ Set deadlines for each smaller step along the way.
- ✦ Determine the costs (financial and personal)
- ✦ Anticipate problems and weigh up the cost of achievement against the pay-off.

Why Daily Planning is Important?

Daily planning helps us to practically achieve our Action Plan:

- ✦ Enables us to plan our work sensibly
- ✦ act as a reminder
- ✦ un-clutters the mind
- ✦ held us keep track of deadlines
- ✦ motivates us to get things done

- ✦ helps us to focus on priorities

Always remember you long-term goal and action plans.

Managing the Paperwork Battle

Why do we procrastinate?

- ✦ Poor time management.
- ✦ Inability to prioritize.
- ✦ Overload of tasks at specific time.
- ✦ Anxiety about the task, so time is spent worrying rather than doing.
- ✦ Difficulty concentrating.
- ✦ Fear of success and its possible consequences.
- ✦ Perfectionism, often associated with unrealistic standards.

Paperwork and procrastination

Why do we procrastinate?

- ✦ Not knowing what is required.
- ✦ Feeling overwhelmed by the tasks.
- ✦ Concern about failing or not meeting your own standards.
- ✦ Negative feelings – e.g. 'I'm stupid', nothing ever goes right with me'.
- ✦ All-or-nothing thinking, where one setback is seen as a total catastrophe.
- ✦ Being bored by the task.
- ✦ Avoidance of things which are disliked or difficult

Managing the Paperwork Battle

- ✦ Replace 'Have To' with 'Want To' Realize & accept that you don't have to do anything you don't want to do.

- ✦ Replace 'Finish It' with 'Begin It' Think of starting one small piece of the task instead of mentally feeling that you must finish the whole thing.
- ✦ Replace perfectionism with permission to be human

The RAFT Paperwork Rule One

There is only one of four options to choose to keep you afloat on the sea of paperwork

R efer to someone else now

A ction yourself now

F ile it now

T hrow it away now

Paperwork Reduction Checklist

- ✦ Remove your name from external mailing lists
- ✦ Remove your name from internal circular list
- ✦ Ask colleagues to be concise & summarize
- ✦ Where possible, have paperwork re-routed
- ✦ Talk to people instead of writing
- ✦ Ask colleagues to report by exception
- ✦ Reduce the volume of paper leaving your desk
- ✦ Return unnecessary paperwork to sender

Time & Stress Management

Optimal level of stress?

- ✦ Everyone has an ideal level of stress, but it differs from person to person.
- ✦ If there is not enough stress then performance may suffer, due to lack of motivation or boredom.
- ✦ However too much stress results in a drop in performance as a result of stress related problems like

inability to concentrate or illness

Better time management probably reduce stress.

Symptoms of Ineffective Time Management:

- ✦ Rushing
- ✦ Fatigue
- ✦ Constantly Miss Deadlines
- ✦ Insufficient time to development personal relationship
- ✦ Feeling overwhelmed
- ✦ Inability to;
 - ✦ Banish low priority items
 - ✦ Open up your schedule (hold free time)
 - ✦ Set aside quiet time

Hold fast thy time. Guard it, watch over it, every hour, every minute. Un-regarded, it slips away, like a lizard, smooth and slippery, faithless. Hold every moment sacred. Give each clarity and meaning, each the weight of thing awareness, each its true and due fulfillment.

- Thomas Mann

Don't say you don't have enough time. You have exactly the same number of hours per day that were given to Albert Einstein, Leonardo Da Vinci and other prominent scholars.



PERSONALITY DEVELOPMENT



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Before proceeding...

- ✦ There are PRISONERS, who are there against their will (usually) because their boss told them to show up.
- ✦ There are VACATIONERS, who are there because training is like having time off from work - they are relaxed and (hopefully) refreshed and renewed as a result of their attendance.
- ✦ There are CONSUMERS, who are trainees who have a specific learning agenda ("really want to learn how to improve myself????!!!!"), and
- ✦ There are ADVENTURERS, who are like Consumers without a narrow, specific agenda.

Facts and Figures

- ✦ 9 out of 10 people daydream in meetings.
- ✦ 60% of meeting attendees take notes to appear as if they are listening.

By: Dr. Donald E. Wetmore

Let us start with a breaker

- ✦ On a blank piece of paper
- ✦ draw a pig.
- ✦ Do not look at your neighbor's pig
- ✦ Their drawing will serve to interpret your personalities.

The Pig Test - results

- ✦ If the pig is drawn toward the top of the paper you are a positive & optimistic person.
- ✦ If the pig is drawn towards the middle of the page you are a realist.

✦ If the pig is drawn toward the bottom of the page, you are pessimistic & and have a tendency to behave negatively.

✦ If the pig is facing left, you believe in tradition, are friendly, and remember dates and birthdays.

✦ If the picture is facing forward (towards you) you are direct, enjoy playing the devil's advocate and neither fear nor avoid discussion.

✦ If the pig is facing right, you are innovative and active, but have neither a sense of family, nor remember dates.

✦ If the pig is drawn with many details, you are analytical, cautious, and distrustful.

✦ If the pig is drawn with few details, you are emotional, naive, care little for detail, and take risks.

✦ If the pig is drawn with four legs showing, you are secure, stubborn, and stick to your ideals.

✦ If the pig is drawn with less than four legs showing, you are insecure, or are living through a period of major change

✦ The larger the pig's ears you have drawn, the better listener you are.

✦ And last but not least . . . the longer the pig's tail you have drawn, the more satisfied you are with the quality of your sex life.

WHO AM I ?

✦ In your past experience, what has given you the greatest sense of accomplishments (complete satisfaction)

✦ In your past experience, what has given you the utmost sense of self-dejection? (frustration)

✦ What you consider as your personal strengths

✦ What you consider as your personal weaknesses

Psychological type describes the different ways people

- ✦ prefer to take in information,
- ✦ prefer to make decisions,
- ✦ are energized by the outside world or by the inner world, and
- ✦ prefer to keep things open or to move towards closure.

- ★ These four preferences result in a person's psychological type, sometimes called personality type.
- ★ The theory of psychological type says that people with different preferences naturally have different interests, perspectives, behaviors, and motivations.
- ★ Awareness of preferences helps people understand and value others who think and act quite differently.

JOHARI WINDOW

Known to others

Known to self

- ✦ Area of free activity; includes behaviors, thought, ideas, feelings, beliefs, values and motives known to me and other persons - Have an agreement on the meanings.

Unknown to self

- ★ Blind area; Things that others see in us of which we are unaware

Unknown to others

Known to self

- ✦ Avoided or hidden area; some thoughts, motives, feelings etc., that we know about ourselves but will not reveal to others. May be afraid that such revelation will defeat getting what we want.

Unknown to self

- ★ Area of unknown: neither individuals nor others are aware of the meaning of certain behavior or the motivations for it. A great part of our creative selves may be hidden here.

Personality test

Put the following five animals in order of your preference.

- ✦ **Cow**
- ✦ **Tiger**
- ✦ **Sheep**
- ✦ **Horse**
- ✦ **Pig**

Personality test - result

This will define your priorities in your life

- ✦ Cow signifies **CAREER**
- ✦ Tiger signified **PRIDE**
- ✦ Sheep signifies **LOVE**
- ✦ Horse signifies **FAMILY**
- ✦ Pig signified **MONEY**

MIND READER GAME

Answer the sheet to know your personality type:

Extraverts tend to :

- Value sociability
- Prefer interaction
- Expend energy freely
- Focus on external events
- may talk without thinking
- be easy to read
- need contact and conversation
- know many people superficially
- talk
- seek stimulation
- say what they mean
- believe : What you see is what you get

Introverts tend to :

- Value solitude

- avoid unnecessary interaction'
- conserve personal energy
- focus on internal reactions
- usually think without talking
- be hard to know
- need solitude and privacy
- know few people, but deeply
- listen
- seek peace
- keep to themselves
- believe : Still waters run deep

Total Extravert selections : **I am an Extravert, E.**

Total introvert selections : **I am an introvert, I**

Sensors emphasize

- Past experience
- realism
- practical issues
- matter-of-fact style
- facts and figures
- systematic approaches
- applied knowledge
- steady work
- sensibility
- familiarity with procedures
- cost, time. Profit, usefulness
- "I do"

Intuitive emphasis

- Future optimism
- idealism
- theoretical issues
- enthusiastic style
- broad concepts
- creative approaches
- abstract knowledge

- inspired work
- genius
- novelty of assignments
- conceptual value
- "I create"

Total sensing selections : **I am a Sensor, S**

Total intuitive selections : **I am an intuitive, N**

Thinkers tend to

- seem cool-headed
- be system-oriented
- be logical
- present themselves reasonably
- deal with people unconsciously
- forget to thank or congratulate'
- need reasons to follow you
- value fairness
- ignore interpersonal climate
- be perceived as tough or cold
- seem insensitive
- be impersonal in most aspects of life
- ignore non-verbal communication

Feelers tend to

- seem warm-hearted
- be people oriented
- be sensitive
- present themselves sincerely
- deal with people sensitively
- master the art of appreciation
- need trust to follow you
- value mercy
- attend to interpersonal climate
- perceived as soft or warm
- seem illogical
- deal personally in most aspects of life

- tune in to non-verbal communication

Total thinking selections : **I am a Thinker, T**

Total feeling selections : **I am a Feeler, F**

Perceptives tend to

- prefer to be impulsive
- like to hear all sides
- make decisions with difficulty
- enjoy unstructured situations
- dislike rules and regulations
- resist authority
- like taking in information
- react
- see life as complex
- value freedom
- embrace change
- think globally
- deal with time spontaneously

Judges tend to

- prefer to be deliberate
- limit information, input
- make decisions readily
- prefer structured situations
- feel rules and regulations are essential
- respect authority
- prefer to make decisions
- plan
- see life as simple
- value order
- resist change
- think structurally
- prefer to schedule

Total Perceptive selections : **I am a Perceptive, P**

Total Judging selections : **I am a Judge, J**

My personality type is



Now you know your personality type, which is a four lettered one!

YOUR PERSONALITY:

ISTJ Serious, quiet, earn success by concentration and thoroughness. Practical, orderly, matter-of-fact, logical, realistic, dependable. See to it that everything is well organized. Take responsibility. Make up their minds as to what should be accomplished and work toward it steadily, regardless of protests or distractions

ISFJ Quiet friendly, responsible, and conscientious. Work devotedly to meet their obligations. Lend stability to any project or group. Thorough, painstaking, accurate. Their interests are usually not technical. Can be patient with necessary details. Loyal, considerate, perceptive, concerned with how other people feel

INFJ Succeed by perseverance, originality, and desire to do whatever is needed or wanted. Put their best efforts into their work. Quietly forceful, conscientious, concerned for others. Respected for their firm principles. Likely to be honored and followed for their clear convictions as to how best to serve the common good.

INTJ Usually have original minds and great drive for their own ideas and purposes. In fields that appeal to them, they have a fine power to organize a job and carry it out with or without help. Skeptical, critical, independent

determined, sometimes stubborn. Must learn to yield less important points in order to win the most important

ISTP Cool onlookers. Quiet, reserved, observing and analyzing life with detached curiosity and unexpected flashes of original humor. Usually interested in cause and effect-how and why mechanical things work, and in organizing facts use logical principles.

ISFP Retiring, quiet, sensitive, kind, and modest about their abilities. Shun disagreements; do not force their opinions or values on others. Usually do not care to lead but are often loyal followers. Often relaxed about getting things done, because they enjoy the moment and do not want to spoil it by undue haste or exertion.

INFP Full of enthusiasm and loyalties, but seldom talk of these until they know you well. Care about learning ideas, language, and independent projects of their own. Tend to undertake too much, then somehow get it done. Friendly, but often too absorbed in what they are doing to be sociable. Little concerned with possessions or physical surroundings.

INTP Quiet and reserved. Especially enjoy theoretical or scientific pursuits. Like solving problems with logic and analysis. Usually interested mainly ideas, with little liking for parties or small talk. Tend to have sharply defined interests. Need careers where some strong interests can be used and useful.

ESTP Good at on the spot problem solving. Do not worry-enjoy whatever comes along. Tend to like mechanical things and sports, with friends on the side. Adaptable, tolerant, generally conservative in values. Dislike long

explanations. Are best with real things that can be worked, handled, taken apart, or put together.

ESFP Outgoing, easygoing, accepting, enjoy everything and make things more fun for others by their enjoyment. Like sports and making things happen. Know what is going on and join in eagerly. Find remembering facts easier than mastering theories. Are best in situations that need sound common sense and practical ability with people as well as with things.

ENFP Warmly enthusiastic, high spirited, ingenious, imaginative. Able to do almost anything that interests them. Quick with a solution for any difficulty and ready to help anyone with a problem. Often rely on their ability to improvise instead of preparing in advance. Can usually find compelling reasons for whatever they want.

ENTP Quick, ingenious, good at many things. Stimulating company alert and outspoken. May argue for fun on either side of question. Resourceful in solving new and challenging problems but may neglect some routine assignments. Apt to turn to one new interest after another. Skillful in finding logical reasons for what they want.

ESTJ Practical, realistic, matter of fact with a natural head for business and mechanics. Not interested in subjects they see no use for, but can apply themselves when necessary. Like to organize and run activities. May be good administrators, especially if they remember to consider others' feelings and points of view.

ESFJ Warm-hearted, talkative, popular, conscientious, born cooperators, active committee members. Need

harmony and may be good at creating it. Always doing something nice for someone. Work best with encouragement and praise. Main interest is in things that directly and practically help people's lives

ENFJ Responsive and responsible. Generally feel real concern for what others think or want, and try to handle things with due regard for the other person's feelings. Can present a proposal or lead a group discussion with ease and tact. Sociable, popular, sympathetic. Responsive to praise and criticism.

ENTJ Hearty, frank, decisive leaders in activities. Usually good in anything that requires reasoning and intelligent talk, such as public speaking. Are usually well informed and enjoy adding to their fun of knowledge. May sometimes appear more positive and confident than their experience in the area warrants.

From I. Briggs-Myers & M. McCaulley (1992) *Manual a Guide to the Development and Use of the Myers-Briggs Type Indicator*. Consulting Psychologists Press

YOUR PERSONALITY

Strengths : Introverts

- ✦ Work independently
- ✦ work alone
- ✦ work with ideas
- ✦ avoid generalizations
- ✦ Careful before acting
- ✦ Excel in scientific lab works

Strengths : Extroverts

- ✦ Interact well with others
- ✦ Open
- ✦ prefer action
- ✦ well understood by others

- ✦ Perform well in study groups
- ✦ good class participation
- ✦ Attenuated to culture, people and things

Weaknesses : Introverts

- ✦ Avoid others
- ✦ Secretive
- ✦ Perform poorly in study groups
- ✦ poor interpersonal communication

Weaknesses : Extroverts

- ✦ Can not work without people
- ✦ need change and variety
- ✦ impulsive
- ✦ poor in time management

Strengths : Intuitors

- ✦ look for possibilities
- ✦ work for new ideas
- ✦ work with complicated tasks
- ✦ Solve novel and unique problems
- ✦ problem solving easily comes
- ✦ Excel at generalizing
- ✦ perform well on tasks requiring originality

Strengths : Sensors

- ✦ attend to detail
- ✦ practical
- ✦ remember details and facts
- ✦ Concrete, factual
- ✦ systematic
- ✦ perform well in subjective tests
- ✦ impatient with theory

Weaknesses : Intuitors

- ✦ inattentive to detail and precision
- ✦ impatient with tedious tasks
- ✦ jump to conclusions
- ✦ not practical

Weaknesses : Sensors

- ✦ Do not see possibilities

- ✦ mistrust intuition
- ✦ prefer not to imagine the future
- ✦ do not have long term goals

Strengths : Thinkers

- ✦ Critical ability
- ✦ stand firm
- ✦ logical, analytical and organized
- ✦ good in science
- ✦ interested in verifiable conclusions

Strengths : Feelers

- ✦ understand needs and values
- ✦ consider the feelings of others
- ✦ comfortable in motivating others
- ✦ effective mediators
- ✦ interested in people

Weaknesses : Thinkers

- ✦ may not notice other's feelings
- ✦ show little mercy or empathy
- ✦ uninterested in persuading

Weaknesses : Feelers

- ✦ not guided by logic
- ✦ less organized and overly accepting
- ✦ trouble on tasks requiring analytical skills

Strengths : Perceiver

- ✦ want to know more before deciding
- ✦ open, flexible, adaptive, non judgemental
- ✦ make compromises
- ✦ excel in social interactions

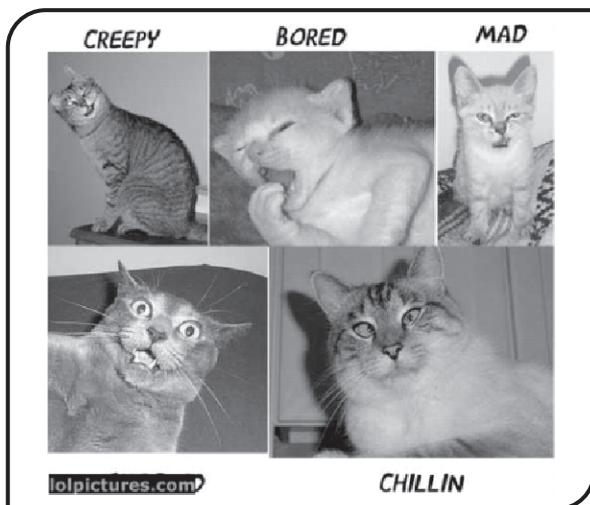
Strengths : Judger

- ✦ make quick decisions
- ✦ plan, give orders and remain on tasks
- ✦ decisive, firm and sure
- ✦ excel in independent studies

Weaknesses : Perceiver

- ✦ tend to be indecisive
- ✦ easily distracted from tasks

- ✦ do not plan or complete projects
- Weaknesses : Judger**
- ✦ stubborn and inflexible
 - ✦ make decisions based on insufficient data
 - ✦ difficulty to work with others



Look at the chart below and say the COLOR of the word, not the word itself. Why is it so difficult? Because the right half of your brain is trying to say the color, while the left side of your brain is trying to say the word :

YELLOW	BLUE	ORANGE
BLACK	RED	GREEN
PURPLE	YELLOW	RED
ORANGE	GREEN	BLACK
BLUE	RED	PURPLE
GREEN	BLUE	ORANGE

Concentrate on the 4 dots in the middle of the picture for about 30 seconds...



- ✦ Then close your eyes and tilt your head back.
- ✦ Keep them closed. You will see a circular of light. Continue looking at the circle.

WHAT DO YOU SEE?

TIME MANAGEMENT

Facts and Figures

- ✦ The average person uses 13 different methods to control and manage their time.
- ✦ The average person gets 1 interruption every 8 minutes, or approximately 7 an hour, or 50-60 per day. The average interruption takes 5 minutes, totaling about 4 hours or 50% of the average workday. 80% of those interruptions are typically rated as "little value" or "no value" creating approximately 3 hours of wasted time per day
- ✦ By taking 1 hour per day for independent study, 7 hours per week, 365 hours in a year, one can learn at the rate of a full-time student. In 3-5 years, the average person can become an expert in the topic of their choice, by spending only one hour per day.

- ✦ 20% of the average workday is spent on "crucial" and "important" things, while 80% of the average workday is spent on things that have "little value" or "no value".

Obstacles to effective time management

- ✦ Unclear objectives
- ✦ Disorganization
- ✦ Inability to say "no"
- ✦ Interruptions
- ✦ More interruptions
- ✦ Periods of inactivity
- ✦ Too many things at once
- ✦ Stress and fatigue
- ✦ All work and no play

What can we do?

- ✦ Recognize that obstacles exist
- ✦ Identify them
- ✦ Employ strategies to overcome

	Urgent	Not Urgent
Important	I ACTIVITIES <ul style="list-style-type: none"> • Crises • Pressing problems • Deadline-driven projects 	II ACTIVITIES <ul style="list-style-type: none"> • Preparation • Crisis prevention • Values clarification • Planning • Relationship building • True re-creation
Not Important	III ACTIVITIES <ul style="list-style-type: none"> • Interruptions, some phone calls • Mail, some reports • Some meetings • Many proximate, pressing matters • Many popular activities 	IV ACTIVITIES <ul style="list-style-type: none"> • Trivia, busy work • Some mail • Some phone calls • Time wasters • Many pleasant activities

Personality and time management

- ✦ How different types view time
- ✦ Make decisions about time; setting priorities
- ✦ What suits your type

Time management:

Time management is primarily a Judger/Perceiver issue:

- ✦ Early Starter - Systematic - Scheduled - Planful - Methodical
- ✦ Pressure prompted - Casual - Spontaneous - Open-ended - Emergent

Judgers:

- ✦ Judgers do their home work on time, their projects done on schedule.
- ✦ Time conscious
- ✦ They are the people who are slave to their clocks
- ✦ To do lists, day planners etc can certainly help

Perceivers:

- ✦ Perceivers will be constantly late.
- ✦ They don't have time to get it right. They only have time to do it over.
- ✦ Easy going and unpredictable.
- ✦ Need to "structure" things and they may use all tools or use nothing

Introverts:

- ✦ Introverts are better time managers
- ✦ Thinking about a problem or issue takes less time than talking about it.

Extroverts:

- ✦ Extroverts are poor time managers
- ✦ They use up their own time as well as that of others

Sensors:

- ✦ Sensors perceive a minute as sixty seconds

Intuitives:

- ✦ Intuitives perceive time as what you make out of it

Thinkers :

- ✦ Thinkers schedule their time based on the day's priorities, regardless of the nature of the tasks.
- ✦ 9 to 5 schedule does not suit a thinker

Feelers :

- ✦ Feelers set up their schedules according to the people with whom they will interact throughout the day
- ✦ Avoid conflict, putting off unpleasant meetings

PERSONALITY TEST 2

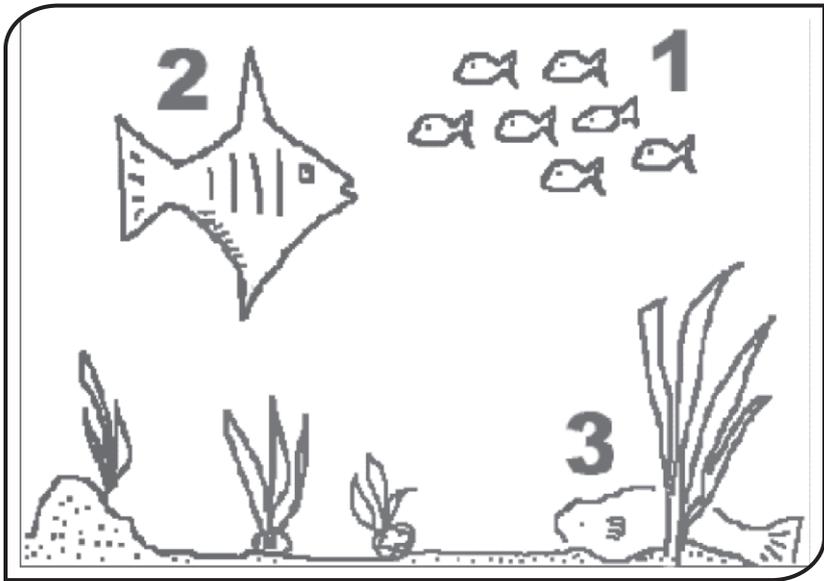
Write one word that describes each one of the following

- ✦ Dog
- ✦ Cat
- ✦ Rat
- ✦ Coffee
- ✦ Sea

Personality test - result :

- ✦ Your description of dog implies
YOUR OWN PERSONALITY
- ✦ Your description of cat implies
PERSONALITY OF YOUR PARTNER
- ✦ Your description of rat implies
PERSONALITY OF YOUR ENIMIES
- ✦ Your description of coffee implies
HOW YOU INTERPRET SEX
- ✦ Your description of sea implies
YOUR OWN LIFE

INTERPERSONAL COMMUNICATION AND PERSONALITY TYPE



- ★ You enjoy being surrounded by lots of your relatives and friends. You can be over-possessive and sometimes this can hurt the people around you. Learn to chill out; you have lots of friends, so there's no need to cling to just a few. Share your natural happiness around, particularly to your sweetheart.
- ★ You are strong, brave and decisive. You are good at management and leading. Sometimes your friends/husband/wife and children will find you a bit on the strict side, but you'll take care of your family to the best of your abilities. When there is a problem, you'll face it with no fear. You are a true homely idol.
- ★ The needs and wants of your family members will lag far behind what your own needs and wants are. You'll be isolated from them, and live in your own little world. You may be flippant when it comes to caring for your loved one and you won't listen to any criticism from anyone.

BEHAVIOUR WINDOW

	I am	
You are	OK	OK
	OK	NOT OK
	NOT OK	NOT OK
	OK	NOT OK

The ability to relate to colleagues and Customers, inspire others, resolve Conflicts, be tactful, understand cultures, and show diplomacy.

INTERPERSONAL SKILLS

- ✦ Listening
- ✦ Questioning
- ✦ Language & Communication
- ✦ Using Feedback
- ✦ Conflict Handling

ESSENTIAL COMPETENCIES

- ✦ Self awareness
- ✦ Control
- ✦ Motivation
- ✦ Acknowledging the interests of subordinates
- ✦ Communication skills

Factors Hampering Interpersonal Interactions

- ✦ Poor Listening
- ✦ Emotional Arousal
- ✦ Lack of Time
- ✦ Differences in objective

EXTROVERTED COMMUNICATION STYLES

- ✦ Extroverts draw energy externally; striking up conversation should be easy
- ✦ Extrovert is enthusiastic to participate in group
- ✦ They prefer face to face over distant
- ✦ They enjoy sharing experience- need contact
- ✦ Typically they - say what they mean and state what is on their minds
- ✦ When two extroverts communicate both may say what is on their minds-difficulty in getting a word in!
- ✦ There is tendency to speak first and think later-> hurt feelings.
- ✦ Introvert can view extrovert as superficial or insincere
- ✦ Extrovert can impose themselves on quiet introvert

COMMUNICATING WITH INTROVERTS

- ✦ Introvert is in minority and may be misunderstood
- ✦ They avoid the crowd and like independent activity
- ✦ Do not conclude that there is something wrong if they want to be alone
- ✦ Nonverbal communications can tell more
- ✦ Schedule appointment with introvert rather than dropping in
- ✦ They are reserved and share with a few
- ✦ They have a small group of friends
- ✦ Introversion can be viewed as weakness by dominant group
- ✦ Introvert can be viewed as antisocial-lone wolf who needs to be fixed
- ✦ Introvert can be viewed as arrogant, condescending, unfriendly
- ✦ Others can project their fears onto quiet one

Tips to improve communication

Extroverts

- ✦ Respect privacy

- ✦ Take time to listen
- ✦ Don't over power
- ✦ Don't judge
- ✦ Guard secrets

Introverts

- ✦ Practice Non productive conversation
- ✦ Look alive
- ✦ Be expressive
- ✦ Initiate contact
- ✦ Provide feed back
- ✦ Change non verbal communication

COMMUNICATING WITH SENSORS

- ✦ Sensors are down to earth, realists base decisions on practical, factual
- ✦ They talk about detail, feasibility, usefulness in detached way
- ✦ Concern with time, cost, procedure-orderly step-by-step
- ✦ Sensors will give specific examples
- ✦ Sensor will have schedule/agenda and will follow it
- ✦ Sensor can be overly aware of facts--> nit-pick--> others tune out
- ✦ Over dependence on problems could make them perceived as pessimist
- ✦ Experience isn't an absolute guarantee
- ✦ Sensor could find problem with thinker who uses theory and possibility

COMMUNICATING WITH INTUITIVES

- ✦ Intuitive has less of need to communicate facts--more global
- ✦ Intuitive will begin with concept, idea, insight, possibilities
- ✦ Intuitive relies on hunch, imagination
- ✦ They love novel approach-conceptual level-abstract

- ✦ Will deviate from agenda
- ✦ Intuitives language is colourful, metaphoric
- ✦ Intuitive can appear vague-irritating to practical type
- ✦ Others may see communication with intuitive a waste of time
- ✦ Metaphor can get in way of clarity

Tips for sensors and intuitives

Sensors

- ✦ Don't over generalize or state absolutes
- ✦ Allow time to consider possibilities
- ✦ Broaden perspective
- ✦ Look for meaning and relationships
- ✦ Find new ways to express information

Intuitives

- ✦ Focus on here and now
- ✦ Base ideas on factual information
- ✦ Be more direct in communication
- ✦ Appear more level headed
- ✦ Respect traditional methods

COMMUNICATING WITH THINKERS

- ✦ Thinker enjoys theoretical issues-debate-discussion
- ✦ They are objective-downplay personal
- ✦ They are critical and objective
- ✦ They are fair, rational, precise
- ✦ They are goal oriented-don't like to waste time
- ✦ Thinker can be cold and impersonal
- ✦ They can be tedious to others
- ✦ Their ideas can be impractical or useless
- ✦ They may be too critical
- ✦ Their logical side can be limiting- some beliefs not based on logic

COMMUNICATING WITH FEELERS

- ✦ Feeler interaction is personal and subjective

- ✦ They are friendly
- ✦ They consider values and effect on other
- ✦ They are emphatic and emotionally persuasive
- ✦ They are receptive to others and inviting
- ✦ Feelers can be time wasters and may lack objectivity
- ✦ They can be overwhelmed by enthusiasm or emotion
- ✦ They can have difficulty expressing negative emotion

Tips for Thinkers and Feelers

Thinkers

- ✦ Make communication personal, relevant and meaningful
- ✦ Be more appreciative of another comment
- ✦ Expand communication messages – don't sound like computer
- ✦ Make room for non rational paradox

Feelers

- ✦ Get to point
- ✦ Be more objective
- ✦ See both sides
- ✦ Focus on content

COMMUNICATING WITH JUDGERS

- ✦ Judgers are prepared in advance
- ✦ They are oriented to schedules, timetables, plans
- ✦ They are structured and organized
- ✦ Their mind set is based on closure
- ✦ They are purposeful and task oriented
- ✦ They limit digressions
- ✦ Judger can be rigid, inflexible, constricting, lacking in spontaneity
- ✦ They may have less fun
- ✦ No room for surprise
- ✦ Can be too serious and businesslike.
- ✦ Can make premature decisions

COMMUNICATING WITH PERCEIVERS

- ✦ Perceivers are flexible, accommodating
- ✦ Cautious about stating conclusion . Oriented to options and contingencies
- ✦ Responsive and adaptive
- ✦ Perceivers can have slow response time-lateness
- ✦ They can be disorganized and ill-prepared. They can be indecisive-procrastinate
- ✦ They can be ineffective and they may undermine their own confidence

Tips for Judges and Perceivers

Judgers

- ✦ Open up to unexpected
- ✦ Build flexibility
- ✦ Don't jump to conclusions
- ✦ Listen to other side
- ✦ Harness need for control

Perceivers

- ✦ Be less vague
- ✦ Be more decisive
- ✦ Water use of "Yeah, But"
- ✦ Ensure communications are on time

STRESS MANAGEMENT

ISTJ and ISFJ in Stress

At their best, they

- ✦ Are selective – choosing right facts
- ✦ Have excellent recall of facts and events
- ✦ Are sure and certain
- ✦ Reflect before acting
- ✦ Communicate perspective

In exaggerated state, they

- ✦ Can become fixated on finding the 'right' fact
- ✦ Are obsessed with minute detail

- ✦ Are dogmatic
- ✦ Can become paralysed
- ✦ Shut down

ISTP and INTP in Stress

At their best, they

- ✦ Engage in a persistent search for the truth
- ✦ Exhibit depth of concentration
- ✦ Are logical
- ✦ Are objective
- ✦ Are self motivated

When exaggerated

- ✦ Engage in obsessive search for truth
- ✦ Become lost in concentration
- ✦ Accept nothing but logic
- ✦ Become totally detached
- ✦ Become driven – like a machine out of control

INTJ and INFJ in Stress

At their best, they

- ✦ Are problem solvers
- ✦ Are visionary
- ✦ See connections not obvious to others
- ✦ Find patterns
- ✦ Provide in-depth theory

Exaggerated state,

- ✦ Are arrogant – have ‘the’ answers
- ✦ Visions detached from reality
- ✦ Are over complex – everything is connected
- ✦ Force data to fit
- ✦ Driven inward: won’t ask for help

ISFP and INFP in Stress

At their best,

- ✦ Are empathisers
- ✦ Think people matter, including themselves

- ✦ Are independent
- ✦ Are sensitive
- ✦ Are idealistic

In exaggerated state,

- ✦ Are rescuers
- ✦ Carry the weight of the world on their shoulders
- ✦ Isolate self
- ✦ Are hypersensitive
- ✦ Are demagogic – only their ideals matter

ESTP and ESFP in Stress

At their best, they

- ✦ See, then think, then do or say
- ✦ Are active
- ✦ Are talkative, sociable
- ✦ Are straightforward and clear
- ✦ Pay attention to detail

In exaggerated state,

- ✦ Speak and act without thinking
- ✦ Are hyperactive – jogging around the office
- ✦ Talk nonstop without listening to others
- ✦ Are blunt and curt
- ✦ Are pedantic

ENTP and ENFP in Stress

At their best, they

- ✦ Form global pictures
- ✦ Are innovative
- ✦ Are enthusiastic
- ✦ See possibilities
- ✦ Are flexible
- ✦ Maintain a fast pace

If exaggerated

- ✦ Obsessed with links between things
- ✦ Want to be different for the sake of novelty
- ✦ Dither – so many options, can't decide

- ✦ Have irrational sudden changes
- ✦ Are unable to concentrate or focus

ENTJ and ESTJ in Stress

At their best,

- ✦ Are cool headed
- ✦ Are rational
- ✦ Are clear and concise
- ✦ Are logical
- ✦ Are analytical

If exaggerated

- ✦ Are cold and detached
- ✦ Insist everything must be rational
- ✦ Oversimplify for the sake of clarity
- ✦ Insist on logic
- ✦ Dominate by dissection
- ✦ Are very critical

ENFJ and ESFJ in Stress

At their best,

- ✦ Are encouraging
- ✦ Are interested in others
- ✦ Seek to create harmony
- ✦ Are outward looking
- ✦ Are people and relationship motivated

If exaggerated

- ✦ Can be insistent - you will enjoy this
- ✦ Can be intrusive
- ✦ Ignore problems to keep surface harmony
- ✦ Lack focus
- ✦ Feel overburdened: over identify with others

Second Stage ESTP/ESFP/ISTJ/ISFJ

- ✦ Doom and gloom attitude; end of the world, no possible way out;
- ✦ "The sky is falling" - Hopelessness or denial

Second Stage ENFP/ENTP/INTJ/INFJ

- ✦ Detail-bound; stubbornly preoccupied with irrelevant facts, fine print
- ✦ Overindulgent; "Eat, drink, and be merry"

Second Stage ENTJ/ESTJ/INTP/ISTP

- ✦ Little things set them off; emotions are out of control and inappropriate to stimulus; may be hyperactive
- ✦ Feel worthless, guilty; take failure personally

Second Stage ENFJ/ESFJ/INFP/ISFP

- ✦ Demand that blame be allocated; criticize; "You should have..."
- ✦ Dominate and railroad others; treat people as pawns, mere numbers

CLOSING THOUGHT

A journey of a thousand miles must begin with a single step.

- Lao-Tzu



How Good Are Your Communication Skills?



Dr. R. Prakash,
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How Good Are Your Communication Skills?

Speaking, listening, writing, and reading effectively.

Communication skills are some of the most important skills that you need to succeed in the workplace. We talk to people face to face, and we listen when people talk to us. We write emails and reports, and we read the documents that are sent to us.

Communication, therefore, is a process that involves at least two people – a sender and a receiver. For it to be successful, the receiver must understand the message in the way that the sender intended.

This sounds quite simple. But have you ever been in a situation where this hasn't happened? Misunderstanding and confusion often occur, and they can cause enormous problems.

If you want to be an expert communicator, you need to be effective at all points in the communication process – and you must be comfortable with the different channels of communication. When you communicate well, you can be very successful. On the other hand, poor communicators struggle to develop their careers beyond a certain point.

So are you communicating effectively?

- ✦ Take this short quiz to find out
- ✦ Keep a pen and a paper handy as you take it

✦ Match your score at the end and find out how good your communication skills are.

1. I believe that people should understand me before I understand them.

a) Sometimes b) Always c) Never

2. I am able to express my views easily in a group

a) Always b) Sometimes c) Never

3. I often have the exact words to express myself

a) True b) Maybe c) False

4. I always enjoy reading

a) Maybe b) False c) True

5. I can argue well with people who confront me

a) Sometimes b) Always c) Never

6. I communicate with lot of facial expressions and gestures

a) Always b) Sometimes c) Never

7. I have asked lot of questions in past conversations

a) Sometimes b) Never c) Always

8. On a favorite topic I tend to keep speaking especially when I know the other person is not aware of the subject

a) False b) Maybe c) True

9. I often say what others want to hear rather than what I feel

a) False b) Maybe c) True

10. I speak only when given a chance

a) Maybe b) True c) False

11. I like interacting only with intelligent people

- a) Sometimes b) Always c) Never

12. I like to hear people talk as I enjoy listening to them and gain knowledge in the process

- a) True b) Maybe c) False

SCORE SHEET

Qu.	A	B	C
1	5	0	10
2	10	5	0
3	10	5	0
4	5	0	10
5	5	0	10
6	10	5	0
7	5	0	10
8	10	5	0
9	10	5	0
10	5	0	10
11	5	0	10
12	10	5	0

YOUR SCORE?

For a score of 0-40

You need to start communicating with the intention of understanding the other person, instead of just making the other person understand you. Communicate without any prejudice, the tone of your voice should be low and soft, and improve on your vocabulary. Please remember every individual has different IQ levels therefore speak according to their understanding and not yours. All the Best.

For a score of 45-85

Your Communication skills are good and you understand the importance of good communication. Nonetheless, you need to work further on your communicative ability, as you tend to communicate effectively only with people who you think are important for you.

Communication travels across boundaries hence you need to focus on the person you are communicating with and don't label them as important or unimportant. Also, work on your listening skills, as at times you tend to get carried away and enter into a monologue.

For a score of 90-120

Bravo! you are one of those very few, whose communication skills are par excellence. Keep up the good work and continue communicating with an open mind. Yes you have mastered the art of communication.

Key Points

It can take a lot of effort to communicate effectively. However, you need to be able to communicate well if you're going to make the most of the opportunities that life has to offer.

By learning the skills you need to communicate effectively, you can learn how to communicate your ideas clearly and effectively, and understand much more of the information that's conveyed to you.

As either a speaker or a listener, or as a writer or a reader, you're responsible for making sure that the message is communicated accurately. Pay attention to words and actions, ask questions, and watch body language. These will all help you ensure that you say what you mean, and hear what is intended.



BARRIERS TO COMMUNICATION



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The word barrier means an obstacle, a hindrance or simply a problem that comes in a way of transmission of a message and blocks the process, either completely or partially.

Different types of barriers are as follows:

1. Physical or environmental barriers:

- ✦ Noise - The noise created by external factors like traffic, playing of loud music, trains and airplanes, or by crowds of people, affects our communication.
- ✦ Time & distance - Time becomes a physical barrier when people have to communicate across different time zones in different countries. The physical distance between people who need to communicate can also cause problems because it does not allow oral or face-to-face communication.
- ✦ Defects in communication system - Mechanical problems and defects in instruments of communication also create physical barriers, as in a faulty fax machine or typewriter. Similarly, a computer that hangs, or a dead telephone line can lead to non-transmission of messages. Eg. No range in mobile, technical problem in mike or speakers.
- ✦ Wrong selection of medium - The sender selects the

medium which is not familiar to the receiver.

- ✦ Physiological defects like stammering, hearing defects, mumbling while speaking etc.

2. Language or Semantic barriers:

- ✦ Language is the main medium of communication and words are its tools. Language proves to be a barrier at different levels, such as semantic (meaning), syntactic (grammar), phonological (pronunciation, intonation, pitch etc.) and finally linguistic (across languages) Thus, language barriers can arise in different ways:
- ✦ Jargon or unfamiliar terminology - There are some special terms or technical words used by people belonging to a certain group or field of work such as doctors, lawyers, computer software engineers or college students. They use words which are their own, specialized jargon which cannot be understood by anyone outside their group.
- ✦ Difference in language - Unfamiliar language becomes a barrier when people do not know each other's language. This barrier can be overcome by using a common medium of communication, as in a classroom. Translation is also an important way of overcoming this barrier.
- ✦ Words are of two kinds: extensional and intentional words. Extensional words are clear in their meaning and therefore do not create barriers - such as words like boy, chair, garden etc.

Intentional words are words that describe and they can be understood differently by different people, according to the meaning that a person gives to the word. Thus good, bad, beautiful are intentional words, and a simple sentence like she is a good girl can create confusion because the meaning of the word 'good' is unclear.

- ✦ Sometimes, the same word is used in different contexts, giving rise totally different meanings. A word like 'hard', for example can be used in different ways: hard chair, hard-hearted, having a hard time – all these use the same word but the meanings are different.
- ✦ Barriers can be created when we come across words, which have the same sound when pronounced, but which mean very different things.

Examples: words like fair and fare; bear and bare; council and counsel.

3. Psychological barriers:

Psyche means mind. Psychological barriers are created in the mind. Communication is a mental activity and its aim is to create understanding. But the human mind is complex and not all communication can result in understanding. There are several kinds of psychological barriers which can come in the way of understanding.

Emotions:

Emotions are among the most common psychological

barriers to communication. The emotion may be connected to the communication received or it may be present in the sender's or receiver's mind, even before the communication takes place. In both cases, it acts as a barrier. Emotions can be positive, like happiness and joy, or negative, like fear, anger, mistrust etc. Both positive and negative emotions act as barriers, if they are not kept in check.

Prejudice:

A prejudice is an opinion held by a person for which there is no rational basis or valid reason. It can be against something or someone, or in favour of it, but it becomes a barrier to a meaningful communication. Prejudices are based on ignorance and lack of information, e.g., prejudices about certain communities or groups of people.

Halo effect:

Sometimes our reactions to people are not balanced or objective; they are of an extreme nature. Either we like a person so much that we can find no shortcomings in her/him, or we dislike someone so much that we can see nothing good in her/him. In both cases, we commit errors of judgment and fail to understand the person.

Self-image or different perceptions:

Every person has in her/his mind a certain image of herself/himself. S/he thinks of herself/himself in a certain way. This is their perception of themselves, their self-image.

One's self-image is the product of one's heredity, one's environment and one's experiences, and thus every person's self image is unique and different from the others. Self-image can create a barrier because we accept communication which is compatible with our self-image. We avoid or reject communication, which goes against our perception of ourselves.

Closed Mind:

A closed mind is one which refuses to accept an idea or opinion on a subject, because it is different from his idea. Such persons form their opinion on a subject, and then refuse to listen to anyone who has something different to say about it. A closed mind may be the result of some past experience or just habit. It is very difficult to remove this psychological barrier.

Status:

Status refers to rank or position. It could be economic, social or professional status. In any organisation, hierarchy creates differences in rank, and this is a normal situation. Thus, status by itself does not cause barriers; but when a person becomes too conscious of his status, whether high or low, then status becomes a barrier. For instance, in a business organisation, a senior executive who is unduly conscious of his seniority will not communicate properly with his juniors, and will refrain from giving them the required information. Similarly, if a junior is acutely conscious of his junior status,

he will avoid communicating with his seniors, even when it is necessary

Inattentiveness and Impatience:

Sometimes the receiver may not pay attention to the sender's message, or he may be too impatient to hear the message fully and properly. Such barriers are common in oral communication.

4. Cross-cultural barriers:

Mary Allen Guffey defines communication as “the complex system of values, traits, morals and customs shared by a society.”

Cultural diversity within a country, and cultural differences between people from different countries, are a major cause of barriers. This is because people are conditioned by their cultures, and they develop certain habits of working, communicating, eating, dressing etc. according to their cultural conditioning. They find it difficult to get through to people who come from an alien culture, and who have different habits.

A simple thing like a greeting to welcome a person is vastly different in India from a greeting in, for example, an Arab country, or in Japan. Food and dress habits of a different culture can make a person uncomfortable.

Concepts of space and time are also different across cultures; for example, Indians do not mind sitting close to each other and sharing space in offices or in public places.

However, a European would not be able to tolerate such intrusive behavior.

Similarly, people who come from a culture where time is very valuable will be impatient with those who come from a culture with an easygoing attitude towards time, where everything is done in a slow, unhurried way.

BREAKING BARRIERS

Barriers disrupt communication and interfere with understanding. They must be overcome if communication has to be effective.

Physical barriers are comparatively easier to overcome. The use of loudspeakers and microphones can remove the barriers of noise and distance in crowded places like railway stations. Traffic signals and non-verbal gestures of the traffic policeman remove physical barriers on the roads. Technological advancement has helped in reducing the communication gap arising due to time and distance. It is possible to make an alternative arrangement, should the technological instruments fail. A back-up plan helps in tidying over any snag.

Language or Semantic Barriers can be overcome if the sender and the receiver choose a language which both of them understand very well. Help from a translator or an interpreter also helps in overcoming the language barrier.

Exposure to the target language and training oneself in the acquisition of skills of the given language too help in

overcoming the language barrier.

Language barriers can be avoided by careful study and accurate use of language. Clarity should be the main objective when using language. Jargon should be avoided.

BREAKING PSYCHOLOGICAL BARRIERS:

1. Adopt flexible and open-minded attitude

Psychological barriers, as also cross-cultural barriers are difficult to overcome, as they are difficult to identify and even more difficult to address. Even these can be avoided or reduced by adopting a flexible and open-minded attitude. The ultimate aim is to build bridges of understanding between people – that is the main aim of communication.

2. Training of listening skills

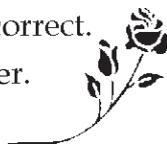
Training oneself to listen to different views , exposing oneself to different environments help in broadening one's outlook and cultivating tolerance to multiple views.

3. Exposure to different environment, views will help to broaden outlook

4. Listening with empathy helps in making oneself more adapting to other's perceptions.

Teaching oneself to listen with empathy helps in making oneself more open to others' perceptions. While dealing with psychological or cross-cultural barriers the sender should make it a point to –

- ✦ Use language that is politically neutral and correct.
- ✦ Present views in simple and objective manner.
- ✦ Focus on the objective of communication.



EFFECTIVE COMMUNICATION



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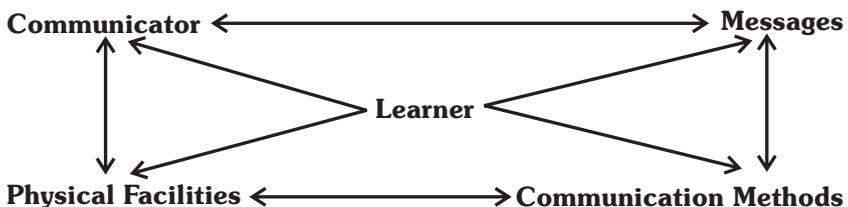
ABOUT COMMUNICATION

Communication can least serve in the development and modernizing of India if it is treated as a Science Art and indeed the Life blood. In simple terms if we want to offline communication, it would be stated as an act by which a person shares as an act by which a person shares the knowledge, feelings, ideas, information etc., in a way to gain common understanding of the meaning and use of the message.

WHY COMMUNICATION?

Communication has attained greater signification in the transfer of technology by various development departments viz., Irrigation, Agriculture, Agricultural Engineering etc., since the technological explosion is hitting the human society every day, it is the duty of extension personnel who are involved in the task of transfer of these new technologies. A good learning experience will be created only by providing a good learning situation.

The important elements is an effective leaning situations are,



- ✦ Attitude towards the message and the receiver
- ✦ Understanding the various factors of social systems
- ✦ Good decision making ability
- ✦ Human relations
- ✦ Desirable managerial qualities

Attributes of the Message or Technology:

- ✦ Adaptability
- ✦ Feasibility
- ✦ Observability
- ✦ Trialability
- ✦ Cost-benefit
- ✦ Accessibility
- ✦ Measurability

Attributes of the Channels:

- ✦ Appropriateness
- ✦ Easy to reach
- ✦ Cost factor
- ✦ Clarity
- ✦ Creditability
- ✦ Fidelity
- ✦ Free from distortion
- ✦ Free from noise
- ✦ Easy to handle

Attributes of the receiver/users:

- ✦ Members of the social system
- ✦ Attitude towards the communicator
- ✦ Desire to respond
- ✦ Desire to learn
- ✦ Desire to participate
- ✦ Social attribute

FUNCTIONS OF COMMUNICATION:

a) Information Function:

A communicator informing people about the ideas, concepts, etc., in order to derive the ultimate response of accepting the ideas. Transfer of Technology is one such area in the information function.

b) Command or instructive function:

This will mainly happen at the hierarchical situation where the superior giving instruction to the lower level persons or subordinates for the purpose of carrying out certain specific functions.

c) Influence or Persuasive functions:

According to Berlo (1960) the sole purpose of communication is to influence or to persuade the receiver towards the attainment of goal achievement. All our extension activities are centered around this function since the desired effect due to the transfer of technology could be achieved only through this function. Swami Vivekananda says "Love opens the most impossible gates and persuasion penetrates into it".

d) Integrative functions:

Self integration and integration of different phases of human behavior components and also integrating different social mechanisms are some of the integrative function of communication. Since communication deals with human system, a socio - psychological and personal integration is most essential.

TYPES OF COMMUNICATION

- ✦ Interpersonal communication - exchange of ideas

between two persons.

- ✦ Group communication - exchange of ideas in a group situation where the interpersonal communication is possible.
- ✦ Mass communication - communication to a larger audience where interpersonal communication is not possible.

In all the three communication types the modes Used may be either verbal or non-verbal. Communication in which different sensory perception are involved. In order to Show the relative merit of different senses and the effect of communication, a study conducted on the relative retentivity percentage of information communicated are given below:

- | | | |
|------------------|---|---------------------------|
| ✦ Reading | - | Retention 10 - 15 percent |
| ✦ Hearing | - | 20 - 25 percent |
| ✦ Seen | - | 30 - 35 percent |
| ✦ Seen and Heard | - | 50 percent |
| ✦ All the senses | - | 90 percent |

A combination of different sensing perception will provide better learning and understanding of the message communicated.

DIFFERENT COMMUNICATION METHODS:

- Individual approach*
- Personal form + Home visits
 - Personal letter
 - Phone calls
 - Official calls

- Group approach*
- Training

- Discussion meeting
- Panel
- Symposium
- Seminar
- Forum Method
- Demonstration Result
- Workshops
- Field Study
- Study tours
- Simple visual aids

Mass approach

- Films
- Printed materials
- Radio
- Campaign
- Exhibition
- Television & Video
- Circular letter
- Posters

From among the methods, the communicator by using his knowledge of the environment, audience, could be able to select the appropriate one or combination of methods for the purposeful delivery of message.

RELATIONSHIP OF COMMUNICATOR AND RECEIVER FOR EFFECTIVE COMMUNICATION

- ✦ Empathy
- ✦ Orientation
- ✦ Credibility
- ✦ Homophily or Heterophily
- ✦ Interaction
- ✦ Physical interdependence
- ✦ Feed back

PROBLEMS OF COMMUNICATION

Each episode of communication has atleast three phases namely:

- ✦ Expression
- ✦ Interpretation
- ✦ Response

The problems of communication could also be discussed according to these phase.

PROBLEMS IN EXPRESSION PHASE:

- ✦ Ineffective environment
- ✦ Disorganized efforts to communicate
- ✦ Standard of correctness
- ✦ Standard of social responsibilities
- ✦ Cultural values and social organization
- ✦ Using concept of communication process

PROBLEMS IN INTERPRETATION PHASE:

- ✦ Poor handling of channels
- ✦ Wrong selection of channels
- ✦ Physical distraction of channels
- ✦ Use of inadequate channels in parallel
- ✦ Improper treatment of messages
- ✦ Inadequate message
- ✦ Physical facilities

PROBLEMS IN RESPOND PHASE:

- ✦ Attention of the listeners
- ✦ Participation
- ✦ Co-operation
- ✦ Involvement
- ✦ Homogeneity or Heterogeneity
- ✦ Attitude

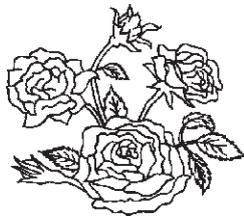
- ✦ Attributes of messages
- ✦ Lack of interest

PROBLEMS CAN ALSO BE GROUPED AS FOLLOWS:

- ✦ Technical
- ✦ Semantic
- ✦ Physical
- ✦ Psychological
- ✦ Cultural
- ✦ Redundancy and Entropy

TEN LIPS FOR GOOD COMMUNICATION

- ✦ Clarify your ideas before communication
- ✦ State the purpose
- ✦ Consider the human environment
- ✦ Plan your communication
- ✦ Care the basic contact for your message and language
- ✦ Convey to audience interest
- ✦ Follow up your communication
- ✦ Communicate for the present and future
- ✦ Act as your communicate
- ✦ Listen more than you communicate.



Notes...