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This research paper seeks to explain:

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INTRODUCTION.

As human beings we possess many skills, gifts and graces. All these originate from God who is the giver of everything. Among all these gifts and skills, communication is one of the most significant and useful. I am mostly concerned with the efficiency with which one shares his or her opinions, ideas and feelings with other people. Through communication we interact with others, learn about them and reveal ourselves to them.

It is through communication that our personal relationships are established, maintained and sometimes destroyed and repaired. We create relationships with people in many ways through speaking, story telling, gestures, dances, dramas and rituals. In Africa we have rich cultural means of communication that should be retained and promoted.

Today there are new means of communication. They are available to us in the form of television, radio, books and newspapers. These are called mass media. They connect us with people all over the world. For example by telephone and fax we are instantly in contact with people who are far away.

These means of communication are vital to us today. They affect the way we think, feel, pray, live and look at life. The modern means of communication change our way of seeing, feeling, reacting and living often without realizing it¹.

In different gatherings we interact with people-solving problems, developing new ideas and sharing knowledge and experiences. All in all we live and function in a society based on communication. Without the ability to communicate i.e. to speak, write, listen and read, each one of us would live in isolation, set apart from our fellow human beings.

¹Pope Paul II, The Africa synod come home, A simplified text, AMECEA Documentation service, Nairobi, January 1996, pg 42.

(1a) THE MEANING OF COMMUNICATION.

According to "webster" dictionary communication is the act of imparting; conferring or delivering, from one person to another as the communication of knowledge or facts. An intercourse by words, letters or messages; Interchange of thoughts or opinions, by conference or other means. Means of passage from one place to another. That which is communicated or imparted; information or intelligence imparted by words or writing; a document or message imparting information.

The Word Communication is of Latin origin. It comes from the word, co-m-munis, which means common. Communication is the answer to the general need of creating common understanding. Communication is the attempt of trying to establish commonness.

(1b) THE MEANING OF EFFECTIVE COMMUNICATION.

The need of effective Communication is one of the most important factors in being successful in whatever endeavor a person or a group of people undertake. Regardless of the position or profession, whether a person is a layman or an expert in a chosen field, communications play an important role in his every day life².

Communication is the transfer of a message which is correctly understood by the receiver³. Communication between human beings is a constant striving for a common understanding.

Thus, the term communication is not to be confused with any of the media terms. Media terms are channels of communication, and not the act itself.

Communication refers to the act, by one or more persons of sending and receiving messages that are distorted by noise, occur within a context, have some effect and provide some opportunity for feedback.

²Ministry of Health, Health education Division, A Guide to Effective Communication, Government Printer, Nairobi, 1971.

³CORAT AFRICA, Effective communication, MANAGEMENT FOR DEVELOPMENT WORKER, Unit 2, pg 7.

According to Father Brian, Communication is a phenomenal as old and as new as creation. Creation in a sense is communication. In creation God has fashioned for himself a reality that reflects his own being, that is capable of receiving his manifestations of love that is called to respond to his desire of communion with every human person. Hence, effective communication is a form of interpersonal interaction. This helps us to live in communion with others.⁴

Through communication we share facts, feelings, ideas and attitudes. This is expressed in words, writing, facial expressions, body language, silence, listening and reading.

In any organization there is a need of effective communication. The leaders in these situations need to have the ability to communicate effectively. This enables them to influence the attitudes and actions of their colleagues and subordinates.⁵

A developing community works for the welfare of each other. The community members reflect together, share insights and they try to articulate their awareness of problem areas and help each other on how to go about it. All this is done through effective communication.

⁴Hearne Brian CSSP, Communication in pastoral work, vol. 9, Amecea, Gaba publ. Eldoret. Dec. 1980 pg 1.

⁵D'Souza Anthony, LEADERSHIP, Paulines Publication, Nairobi, 1995, Pg 119.

THE ELEMENTS OF COMMUNICATION.

For interpersonal communication to take place three basic elements must be present.

- 1 **A sender:-** The first stage of any communication is performed by the sender, or the communicator. The sender may be an individual who is speaking, writing, drawing or gesturing. It may be a group of persons, or a communication organization, such as a newspaper or a motion picture studio. The sender initiates the communication action. He or she expresses the idea in words, symbols or sounds that give the receiver the message intended.
- 2 **The message:-** The second step in the communication process is the message transmitted through a channel(sign, symbol, Code) which may be in ink on a paper, sound waves on the air or any signal capable of being understood and interpreted meaningfully.

The message must be expressed in a language understood by both the sender and the audience. It may be the language used in day-to-day conversation or in a highly technical language of the science or the arts. At any rate, abstract thought must be expressed in a perceptible language or code.
- 3 **The channel:-**The channel makes the message perceptible through the five senses. In other words, the channels of communication are ways of presenting messages so that they can be:

Seen through printed and visual forms.
Heard through the audio media. seen and heard through the films, television, radio demonstrations and other audiovisual aids.
Touched, smelled and tasted through models, exhibits, specimens and experiments.
- 4 **The receiver:-**The receiver is known as the audience, decoder or communicatee. The audience may be made up of only one individual, a group, a ball game crowd, members of an organization, or the mass media audience.

After receiving a message the receiver responds. This response is called feedback. Like the original message, feedback can be verbal, non-verbal or simultaneously verbal and non-verbal. During the communication process the sender must design his or her message into an intelligible perceptible language or form and secondly, the receiver must be prepared and finally, commonness has been established.

MAJOR OBJECTIVES OF HUMAN COMMUNICATION ARE:

- To motivate action.
- To secure understanding.
- To establish acceptance.
- To produce joy, satisfaction and to heal wounds.
- To secure understanding, establish acceptance and to motivate actions. Once a person knows the objectives of human communication he or she will desire to change or improve. This may lead to an understanding of what needs to be changed and to be improved.
- An understanding of why the new skills are more effective.
- The ability to perform the new behaviors.
- Seeing some desirable consequences that come from the new or improved behaviors.

In any organization you will always hear the effective managers telling the employees, "to do something better is grand, but to communicate effectively is marvelous".

THE NATURE OF COMMUNICATION.

Communication is a two way process. More than one person must be involved in an interpersonal communication. There are three primary sources of the messages. These are .

- spoken word,
- Body posture and gestures and
- Voice tone and inflection.

Many people have a tendency to put a greater emphasis on the spoken word. They carefully choose their own words but often neglect the impact of their non-verbal components. It is not unusual for someone who has been offended to say, "it is not what you said but how you said it".

In one to one person communication, people are continuously communicating whether they are speaking or not. Although it may be difficult at first, the effective communicator must be aware of the impact of his or her voice tone, infection, body posture or gestures of people. He or she must know how to evaluate the non-verbal communication to gain a better understanding of his or her counter part.⁶

Communication seeks to elicit a response. Speakers communicate to accomplish a purpose. They know what they want from listeners and this awareness of purpose helps them to determine what to say and how to say it.

Ideas and feelings are the materials of communication. They must be effective ideas that in the judgement of those who receive them are worthy of expression.

Communication is a symbolic process. All communication entails the use of some kind to express ideas and feelings.

It is a "real life" process. The communicator must keep in mind the relationship with the person he or she is communicating with- appearance, mood, character and personality.

The receiver's response is the test of the effective of the communication act. Communication is complex. It is dynamic and contains many variables like personality the diverse forms that message can take, and the influence of context on communication.⁷

⁶Gichinga Emmy, Basic Counselling skills, Gem Counselling services, Nairobi, June 1995, pg 6-7.

⁷cf Lary A.S \$Jack mills, Oral communication (Message and response) 3rd edition, U.S.A., pg 11-12.

THE PURPOSE OF COMMUNICATION.

In any organization good communication is essential for the development of unity and motivation. In Gen. 11:1-9 we see vividly the importance of effective communication. It illustrates the building of the Tower of Babel.

Hence, effective communication is the basis for unlimited group innovation, creativity and achievement. It brings the development of understanding and it is the key to group unity, commitment and motivation to work. Once understanding breaks down unity, commitment and group creativity are lost and projects may fail. God reveals and science confirms that communication plays one of the most vital roles in any organizational achievement. Briefly the purpose of effective communication is to motivate people to **ACT, CHANGE, ADOPT, and ACHIEVE** desired results!

There are several purposes of communication. They are as follows:-

-PERSONAL DISCOVERY.

-DISCOVERY OF THE EXTERNAL WORLD.

-ESTABLISHING A MEANINGFUL RELATIONSHIP.

-CHANGING ATTITUDES AND BEHAVIORS.

-PLAY AND ENTERTAINMENT.

PERSONAL DISCOVERY.

When we communicate with one another we learn a great deal about ourselves as well as about the other person. By talking about ourselves with another individuals, we are provided with an excellent source of feedback on our feelings, thoughts and behaviors. From this type of encounter we learn for example that our feelings about ourselves, others and the whole world are not different from someone else's feelings. The same is true about our behaviors, fears and desires. This positive reinforcement helps us to feel "normal".

In communication we increase personal discovery through comparing our abilities, accomplishment, attitudes, opinions, values and failing with those of others. This social comparison may also be used as a motive to acquire new knowledge and skills.

DISCOVERY OF THE EXTERNAL WORLD.

Communication gives us a better understanding of ourselves and the person with whom we are communicating. It gives us a better understanding of the external world-the world of objects, events and other people. Today, we rely on various communication media to inform us about news, entertainments, sports, economic development, health etc.

ESTABLISHING A MEANINGFUL RELATIONSHIP.

Much of our communication time and energy is devoted to establishing and maintaining social relationships. This is a mean to establish close relationship with others. Otherwise all of us want to feel loved and liked, in turn we want to love each other.

CHANGING ATTITUDES AND BEHAVIORS.

We spend a great deal of our time engaged in interpersonal persuasion as both sources and receivers. In our everyday interpersonal encounters we attempt to change the attitudes and behaviors of others- to get them vote for a particular way, to try a new diet, to buy a particular item, to see a movie, to read a certain book, to take a specific course, to believe that something is true or false, to value or devalue some idea and so on. Few of our interpersonal communication do not seek to change attitudes and behaviors.

PLAY AND ENTERTAINMENT.

Much of our communication behavior is devoted to play and entertainment. We listen to comedians, speeches, the jokes of our friends, songs and movies largely for entertainment.

Similarly, much of our own communication behavior is devoted to the entertainment of others- we tell jokes, we say a clever thing and we try in short, to entertain others, sometimes as an end in itself and sometimes merely as a way of holding their attention.

DIFFERENT SKILLS OF COMMUNICATION.

There are different skills of communication. In this paper I have tried to research on the common skills.

They are:

- Verbal.
- Listening.
- Reading.
- Writing.
- Non-verbal communication.

VERBAL.

The spoken word is the main method or means of communication. Speaking is a means that allows one to relate more personally to a person or to a group.

A speaker must understand what she or he is talking about, by thinking through ones idea till they are clear. Speaking involves the deepest, most intimate, and most personal relationship. While speaking, they use face to face communication. A pair or group has an opportunity to respond directly to the other or others.

It encourages a two way process of information exchange. Such a process offers a fertile ground for new ideas and means for promoting co-operation. The disagreements and misunderstanding can frequently be resolved on the spot, which help to eliminate discord and dissension.

There are three general purposes of speaking, to inform, to persuade and to entertain. They equally apply to public organization and private communication.

speaking is obviously, the primary means of communication. Effective leaders depends on it heavily. Speaking as a means of communication has it's own advantage.

- It can personalize the message.
- It can tailor the message to the person present.
- It is a fairly fast means of communication that gets answers or supplies of information rapidly.

^aAlbers henry, Organized executive action, U.S.A., 1962, p. 353.

-It allows for a quick reaction from subordinates so that your leaders tell whether they actually got the message.⁹

-It is easy.

-Facilitates feedbacks.

The disadvantages of verbal communication are:-

-Causes inaccuracies and it has no written records.

READING.

Many people are striving hard to be good readers. We read in order to obtain information which is presented in written form, but the nature of information so obtained requires some explicit definition. We read referential material in order to obtain factual information with which to operate our environment. We read in order to develop intellectual skills or for emotional gratification or spiritual enlightenment that is for pleasure or self improvement.

From the printing technology proving to us of the rapidly developing field of telecommunication means that we are entering in an era in which we will have access to a world wide library of printed materials, available in the form of print-outs or video displays to virtually everyone. All these developments will assume a literature audience and people to continue reading them.¹⁰

WRITING.

It deals with conveying of information content.

Writing has two advantages over speaking.

-It allows effective leaders to capture things in a way that permits the message to a number of people or location.

-Writing establishes a permanent record of the message for referral at a later date.¹¹

⁹Souza de A. Leadership...pg 120.

¹⁰Johnson K. & Morrow K. Communication in the classroom, Longman group ltd 1981, pg 87.

¹¹Communication in the classroom, Longman group ltd, pg 121.

-Fairly accurate.

-Provides a record.

The disadvantages of writing are:-

-Writing hinders feedback.

- More time is consumed in writing.

LISTENING.

There is no doubt that we listen a great deal. Upon awakening we listen to the alarm, radio, the cock-crow etc.

In school and in our organization we listen to friends, people around us, screeching cars, singing birds, blowing wind or

falling rain. In different organizations we listen to the managers, to other co-workers and sometimes to ourselves.

Listening is a very important communication activity. It occupies more time than any other communication activity. People in different organizations support the importance of listening. Most of us are relatively poor listeners and our listening behavior could be much effective. Effective listening is not easy. It takes time and energy.

Listening is an active process of receiving a message by the ear. It encompasses all signals sent by means of fluctuations in air- noises as well as words, music as well as prose. Listening is a skill of crucial importance in inter-personal and in small group communication as well as in public speaking, intellectual and mass communication.

There are three reasons as to why we listen:

-we listen for information in order to acquire an information.

-Learn something new and latter on offer an evaluation, judgement or criticism.

-We listen for enjoyment e.g. the music. This helps in relaxation enjoying the stimulation. In order to be receptive, support each other in cases of someone complaining, talking about his or her problem, or an attempt to make a decision, listening is needed.

In listening we need to be active listeners. This helps us to send back to the speaker what we think the speaker said and felt. Active listening thus, enables us to check on our

understanding, express acceptance of the speakers feelings and stimulate the speaker to explore further his or her feelings and thoughts.

There are three major technique recommended for active listening: Paraphrasing the speakers thought. To ensure understanding since the speaker will be able to correct or modify our statement. This serves to show the speaker that the receiver is interested and is attending to what is being said.

-The receiver need to express the understanding of the speakers feelings. This provides the speaker the opportunity to see his or her feelings more objectively.

-The receiver should ask relevant questions. This ensures one's understanding of the speaker's thoughts, feelings and to ensure additional relevant information and to confirm one's interest and concern for the speaker.

THE LISTENER RESPONSIBILITY.

There are a number of specific actions the listener can take that will aid the speaker in communicating. Some of the acts listed below apply to platform speaking, while others are useful in discussion, interviewing or even the everyday conversation.

1. Eye contact has the effect of establishing rapport between sender and receiver and tends to encourage communication.
2. Nodding the head slightly also tells the speaker that you (the listener) are part of the communication process.
3. An act as simple as smiling can offer warmth and support to the speaker. It may be just what he or she needs to get over the nervous feeling that often confronts the speaker.
4. Casual remarks such as "I see", "Uh-uh", and "is that so", involve the listener with the speaker.
5. There will be times when you can help the speaker by remaining silent. Too often when we communicate we encounter each other by talking.

SPEAKER RESPONSIBILITY.

The listener should try to put the speaker at ease. It is the speaker's duty to speak to the listener's by emphasizing them. Understanding the listener's by the manner they react to you and to your message. Therefore, the speaker need to articulate the message before he conveys it to the listener.

The voice and the body of the communicator. This aid's the listener in understanding one verbal message. The delivery should be animated enough to arouse and maintain interest. The speaker has to utilize the feedback and be sure that the message is clear, well organized and interesting.

A good speaker must know how to **analyze the audience.**

Audience analysis, in a very practical sense is finding out all you can about the people you are talking to or will be talking to. A communicator must discover what his or her receivers are like so that one can adapt his or her material directly to their needs, wants, experiences and attitudes. The heart of communication is behavior change and in order to change their behaviors we must obviously deal directly with them.

As a public speaker one must analyze his or her audience if one's speech is to be meaningful and not merely a verbal exercise. The speaker who presents a speech without considering the audience has very little chance of gaining support or being understood. Audience analysis enables one to establish rapport with his or her listeners and to promote rapport amongst listeners. One should discover some common denominators that exist inspite of his individual and group differences. By understanding one's audience, one can adapt his or her materials and him/herself to the people with whom she or he want to communicate with.

In his Rhetoric of motives, Kenneth Burke suggests, "You persuade a man only insofar as you talk his language by speech, gesture, tonality, order, image, attitude, idea and identifying your way with his". Successful communication occurs when one is able to talk the language of those he or she hopes to influence.

There are specific concepts that the speaker must analyze before he or she begins preparation in earnest:-

- (a) Discover the age of ones listeners. This will help the speaker to be sensitive to the problems that arise from age variations. It makes the speaker to review language similarities and differences. The age group matters a lot. One cannot mix the old and the young in some topics. This realization will greatly aid the speaker in selecting materials to accomplish ones purpose.
- (b) Discover the intelligence and education level of your listeners. This will help the speaker to understand the audience. The speaker should remember that the formal education as well as education acquired through practical experience will determine what his or her audience thinks about and how they react.
- (c) Discover the sex of your listeners. eg. Women tend to learn faster than men, They are believed to be superior in verbal skills and more effective in developing empathy. There are sex differences and for this reason a speaker must be aware of them and try to understand.
- (d) Try to find out the occupation of ones listeners.
This helps the speaker to know whether the topic he or she is giving is relevant. What people do is always a guide to their values, attitudes and even their sense of humor
- (e) Try to discover what social, professional and religious groups the listeners belong to. This will determine their point of view, interest and attitudes.
- (f) Try to understand the influence of your listeners geographical experiences. where we have been raised and where we live determine what we believe and how we act.
- (g) In additional to exploring the background of one's listeners, he or she will find a number of other questions useful once he or she has established a profile of his or her audience

-What does the audience already know about me?

-What is the audience attitude towards me?

-What does the audience know about the subject?

-What are their attitude towards the subject?

What brings the audience together?

All these questions will make possible a more complete understanding of the entire situation

ONES SPEAKING OCCASION.

The importance of knowing the audience as a means of selecting, preparing, adapting and adjusting ones speech will help the speaker to accomplish his or her pre-conceived purpose. The speaker should analyze the occasion carefully. This should involve the following considerations:-

- 1 What kind of occasion will it be? This affects the tone and the purpose of the meeting, the speech itself, the procedure, the place, the day and the time of the meeting.
- 2 What will the physical surrounding be like? To consider the factors related to whether or not the speech is delivered indoors or outside the room or in the hall, the presence or absence of the public address system eg. loud speaker the seating arrangements, lighting arrangements and any outside distraction and noises. All these will govern to some degree the mood and attention span of the audience.
- 3 What will precede and follow the speech? The message should never be sent to a passive inactive mind. Therefore, you should know whether or not your speech comes before or after dinner, whether other speakers will precede you and other factors related to the mental state of the listeners.
- 4 Are there any rules, rituals and customs associated with the gathering? The custom of the meeting might well have a control over the speakers dressing, delivery, language and choice of the subject.¹²

NON-VERBAL COMMUNICATION.

This refers to those messages people send by pictures, facial expressions, changes in voice and body movements.

Pictures can communicate some of the information that is difficult to capture in word. They can be taken from one place to another and viewed in an entirely different situation at any later time.

With the modern technology E.g. Pictures can be watched all over the world, just as words can be transmitted by radio.

¹²Lary sammooavar and Jack Mills.....Pg 28-35.

Clothing and bodily ornamentation is a non-verbal communication. This may communicate to us that this is a certain culture or religion. Effective eye contact is a mean of non-verbal communication. For example if a teacher is telling an interesting thing some students pupils of their eyes may increase in size.

In American culture eye contact and ears is very important for personal communication. In other cultures, people normally come together and bodily contact between conversational partners is normal as eye contact is in America culture.

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A gesture is also a non-verbal communication. It may occur with or without a speech. A gesture is an expression, motion or action usually made with the hands and arms but also with the head or even the whole body.

¹³Miller, G.A, Communication, Language and meaning, New York, 1973.

VERTICAL COMMUNICATION.

This type of communication occurs between the bosses and their subordinates.

Top-Down Communication can explain or teach new policies and procedures whenever top managements want to send the word out to all employees. The Bottom-Up Communication happens when employees communicate with managers.

HORIZONTAL COMMUNICATION

It occurs between two or more colleagues or peers at the same level in the organization.

It is the strongest of all the flows in terms of information and understanding.

Good lateral communication:

- a) It builds understanding among various departments and personnel.
- b) Gives appreciation for the worth of each person.
- c) Speeds up communication, especially those about common problems and
- d) Establishes an overall co-operative atmosphere.

CONDITIONS OF HUMAN COMMUNICATION:-

In any communication, a person must be involved. Other human communication relationships include such things as small groups and audiences.

- 1) Someone assigned meaning to a message. The word message refers to behaviors, events, situations, physical objects, words, sounds, charts, drawings, essays, people or any other activity to which meaning can be assigned. The term communication, in a strictly technical sense, refers exclusively to the act of one person assigning meaning to some experience.
- 2) Each person involved in communicating serves simultaneously as a message and as an assigner of meaning to a message. This condition describes interpersonal communication. It involves two or more people in a face-to-face setting. Interpersonal communication is transactional.

Each person simultaneously creates and interprets messages. When people talk they talk at some time and in some location.

DETERMINANTS OF MEANING.

Certain difficulties arise in the communication due to various determinants of meaning which include :-

(i) Words and semantics (ii) Emotions (iii) One's general frame of reference (iv) Situations contexts.

Words and semantics:- Words are symbols and do not have meaning on themselves. Semantics is the systematic of the meaning of words eg. One's family background, religious teachings, customs etc. influence his interpretation of the words being used.

Emotions:- Emotions of the sender influence the encoding of the message just as the emotions of the receiver affect the decoding. The same person will decode an identical message in different ways depending on his emotions at the time the message is received.

Frame of reference:- One's background, attitudes, prior knowledge and experience accumulated since birth also called psychological barriers and social barriers.

situation context:- "This is not what I meant". They took that out of context". i.e. Someone picked a sentence or two out of a longer message and she or he does not know what is before or after that sentence. One or two sentences will not carry a full message.

COMMUNICATION BARRIERS

This can be defined as anything that inhibits or distorts effort to develop understanding between individuals and the groups. There are different factors which hinder effective communication.

DICTATORS OR "POWER OVER".

In some organizations you may find leaders or managers who like ordering, directing, commanding and providing answers to all the problems. These type of leaders belittles the subordinates and they do things just like robots hence, there is no dialogue between the "boss" and the employees.

INDIVIDUALISM.

In some organizations there is lots of individualism. Individualistic people find it hard to communicate effectively. Sometimes they feel lonely, left out and even drop-out from the organization. Communication is a social need. It is hard for individualistic people to be good witnesses of Jesus in their different ministry. Whenever two people meet, there is the normal exchange of talking and listening. We converse with our fellow man to entertain and to be entertained, to express friendliness, to share experiences and ideas, and to influence or determine attitudes and action. Communication has been called a way of living with other persons, a means of social control.¹⁴

ASKING THE WRONG QUESTION.

The way an African may ask a question is different from the way an European would. In many organizations we live with different people from different countries, cultures, customs, religion, family background etc. An African in some cases does not ask a question directly, whereas a European does. E.g. An African may use a proverb to express him/herself or narrate a story before reaching his/her main point. Many Africans do not like to be asked a private

¹⁴Lewis R.T & Nicholus G.R. speaking and listening U.S.A, 1965. pg 13.

question in public. E.g. a European may innocently ask an African mother in public how many children she has. This may result to a deep silence. The questioner may feel embarrassed and cut off from communication.

NOISE.

Channels used to transmit information are not perfect, there are disturbances which block or distort information.

THE MESSAGE.

The message content creates a barrier to communication. For example if the information is too complex for the receiver, he may ignore the entire message.

LACK OF EFFECTIVE PARTICIPATION BY BOTH THE RECEIVER AND THE SENDER.

In some interpersonal communication there lacks participation in both the sender and the receiver. From my own point of view when an organization lacks co-operation, the end results are poor.

USING THE WRONG WORDS AND ACTIONS TO CONVEY THE IDEA OR THE FEELINGS.

Understanding in any organization occurs when ideas and feelings are conveyed. In some cases organization members hesitate in stating what they are thinking and feeling. In some cases, the members frequently withhold their feelings and ideas, revealing what they are sure is acceptable and pleasing.

As a result they complain about communication problems, usually unaware that the willingness to share their feelings creates understanding in the first place. Words do not have meaning people have meanings for words.¹⁵

¹⁵Myron Rush, Management: a Biblical Approach, Victor books, U.S.A, 1982, pg 119 120.

PERSONAL TRUST.

Absence of personal trust hinders effective communication. If the receiver does not trust the sender he or she may ignore the message.

Evaluation.

Listeners may evaluate, judge, approve or disapprove the statements or messages of senders. The evaluation may be premature because the receiver may make his judgement before the entire message is received.

SELECTIVE LISTENING.

We accept all those messages that support our position since this increases our security and we reject those that demand cognitive change.

RECEIVERS BARRIER.

This occurs when the receiver is pre-occupied with other things.

FEEDBACK BARRIER.

Eg. failure of a trainee to ask questions causes a manager to wonder if there is any real understanding .

ENCODING BARRIER.

Encode means to put into code. The code is the system of words, letters or symbols used to represent others for secrecy or brevity, system of pre-arranged signals used to ensure secrecy in transmitting messages.

DECODING BARRIER.

An old manager doesn't understand a younger manager when he says "spaced out". The age barrier almost exists when two people of different age brackets are communicating with each other. A common language has to be found that will suit both the sender, who may happen to be sophisticated middle-aged executive and the receiver, an up and coming recent college graduate.

PHYSICAL BARRIER.

The distance between the speaker and the receiver is very important in communication. The wearing of ear protectors may as well affect the communication process. There are other physical barriers that one has no control over and those who will be able to exercise some regulations, distracting sounds, and uncomfortable seating arrangement. These barriers keep us from participating in an enjoyable and enlightening experience.

POOR COMMUNICATION HABITS:-There are six bad communication habits. These are, faking attention, listening only for facts, avoiding difficult material, avoiding the initiator, talking to people, criticizing delivery and yielding to distractions.

PRECONCEIVED IDEAS:-When we communicate we also make an abundant use of prejudices and our personal beliefs. We must try to hold off the negative judgement we have of those we are communicating with.

LACK OF COMMON EXPERIENCES:-When the speaker and the receiver are far apart in their background and in their current living environments. An employee who lives in a big city may have some difficulty when working with farmers in rural development projects.

OVERCOMING THE COMMUNICATION BARRIERS.

Communication may be compared with the human body. The human body is a unity although it has many parts- all the parts of the body, although many still making up one single body.

1 Cor. 12: 12. Communication represents feelings, plans and decision into a productive action. When communication barriers are not removed, there is a highly contagious organizational infectious such as low morale, personality conflicts, negative attitudes of various kinds and false assumptions. These barriers can be overcome by:

USING FACE TO FACE COMMUNICATION.

We live together as a group of people staying for a purpose. For this reason face to face communication should be used. When messages are passed from the first person to the third person they are distorted. We should therefore, discuss issues face to face. Calling by telephone or writing to each other does not solve problems.

Face-to-face communication means that each person in a pair or a group has an opportunity to respond directly to the other. It encourages a two way process of information exchange. Such a process offers a fertile ground for new ideas and means for promoting co-operation. Disagreements can frequently be resolved on the spot which eliminate discord and dissension.¹⁶

EFFECTIVE LISTENING- Both the sender and the receiver must listen carefully.

EFFECTIVE WRITING This is being a good writer in case of written communication. The writing should be clear, simple, concise, specific and to the point.

¹⁶Albers Henry, Organized executive action, U.S.A., 1962, pg 353.

EMPATHY-Ability of a person to imagine or perceive himself in the situation of another. The ability to view the environment as others view it.

USING DIRECT, SIMPLE WORDS:- It is important to use short commonly used words to pass the information. Some organization members are more intelligent than others. The intelligent ones may use words to impress others. They should be highly discouraged to do so in any organization. The receiver on the other hand must pay attention to the words the sender is delivering. The listener needs to listen with empathy, patience, objectivity, with the correct attitude and understanding.

ENCOURAGING THE FREEDOM OF EXPRESSION:-There should be no fear of expression. Every member of an organization should be given the freedom of expression. If a person in the group does not understand a certain message he or she should not feel embarrassed to ask for better clarification. In this way the speaker is able to get the feedback. The receiver on the other hand will be able to get a clear message.

AVOID INTERRUPTING THE SPEAKER:-Interrupting others unwisely brings a barrier in communication. Therefore the listener should not interrupt the speaker. In our lives there is a time for speaking and a time for Listening. When a speaker is interrupted he or she may lose the flow and development of his or her message. The speaker may not pay attention to the interrupter because he or she is still thinking the next message to deliver. To avoid misunderstandings we should pay much attention to the speaker until he or she finishes his or her message. A good communicator speaks accurately and listens properly.

USING A CLEAR, ACCURATE AND VIVID LANGUAGE:-This will help the organization members to understand the message conveyed even if their status, education levels are different.

AVOID DISTRACTIONS:-E.g. when a manager is explaining something he or she may start to drum on the table, in this way all the listeners may move their focal point from the speaker's ideas to the noise being produced by the nervous mannerism. All of us need to examine some

types of words that often cause communication problems. Man tends to have some poor language habits that may interfere with overall communication effectiveness.

PERSONAL TRUST:-The manager should learn the different techniques of developing and establishing a personal trust.

AVOID THE NOISE:-It is very important for the communicator and the receiver to have a private place so that the communication can be effective. In many organizations the managers have got offices.

KEEPING THE POSITIVE WAYS OF COMMUNICATION.

In order to develop effective communication we should be optimistic communicators. To develop this we need:

- To know the message we are delivering
- To know whom we are speaking to.
- Giving a complete and a specific message.
- Using the right approach.
- Getting the other person's feedback.
- Keeping the verbal and non-verbal messages congruent and
- Giving others time to communicate.

The sender must know his or her audience's background, interests and language. The messages must be timely, meaningful and applicable to the situation.

The audience must overcome its own barriers that is the non-listener, the impatient type, the negative personality, and the "know it all." All of these personalities must listen to the feedback, fight off their vices, work on them and deepen on the skills of effective communication.

The communicator must present his or her topic well by establishing good relationship with the audience whether it is one person, group or the masses. Always evaluate whether the sender gained the audience's attention, understanding and acceptance in order to achieve action and or desired results.

TECHNIQUES OF COMMUNICATION.

It is very important that we should know the different techniques of communication. This will enable us to be effective communicators. In this research paper I have tried to write some of them briefly.

RESPONDING NON-DIRECTLY:-In face to face communication we should respond non directly by hearing what others say with a minimum of emotion or observable reactions. It involves three types of reactions.

Open questions- a question that cannot be answered with a simple yes or no statement

Uh-huh- It is the simplest kind of oral response and consists of saying "uh-hu" or "Hmmm" as the other person talks.

Content reflection- It involves repeating, mirroring or echoing the content of a statement made by another person.

PARAPHRASING:-It consists of restating in your own words what the other person's statement means to you. In this way the other person can determine whether the message getting through to you is the one intended.

DESCRIBING THE FEELINGS:-It consists of talking about ones own emotional reactions as well as checking the true feelings of others. It is a healthy way because the person names the feeling directly, he uses figures of speech (similes, metaphors) to describe the feeling, report what action a person wants to take and feelings check. A feeling check is designed to tell the other person that you are sincerely interested in how he or she feels.

BEHAVING ASSERTIVELY:-It means putting oneself forward boldly, positively and consistently. To be assertive implies maintaining and defending ones rights in an affirmative way. Regards others as having equal value and are seeking to achieve goals without hurting others or themselves.

GUIDING QUESTIONS:-Asking questions that will guide the content of the interviewer or conversation. Each question is phrased to secure somewhat controlled and predictable response from the interview. There are three kinds of guiding questions yes-yes, leading and choice.

QUESTION SEQUENCING: It consists of arranging the order of questions on an interview so as to achieve the greatest impact or to get the most accurate and useful information.

MANAGING CONFLICT:-It consists of using responses in your transaction with others that will reduce the frequency and likelihood of caustic, angry, defensive and sarcastic reactions that leads to conflict. This technique is an integrator of the opinions and feelings of the interactants in a communication situation.

TRANSACTION ANALYSIS: It is a theoretical system of identifying, describing and classifying human behavior to develop a personal awareness of how we affect one another.

MAKING ASSIGNMENT:-It consists of several skills that combine to form a technique for giving directives and getting people to do things. If executed well, the assignment technique conveys to those who are to do the work, the information and the motivation that want of the work done, that it will be done right and the end results will be satisfactory.

VISUAL SUPPORT:- A technique that reinforce a verbal message with a posture change, diagram, model, slide, film or demonstration. It includes any non-verbal communication offered by the speaker such as gestures or models of dress.

PICTORIAL LANGUAGE:-It involves creating mental images through the use of words. Listeners think in images, so through the power of words a speaker has the ability to indirectly simulate many kinds of sensations. Words can produce sensations in people who hear them. The use of imagery consists of describing experiences and events in specific, pictorial vivid language in order to evoke bright mental images. The types of imagery that have been identified refer to the sensations of sight, sound, taste, smell, touch, physical movement and internal activity.

MOTIVATING PROCESS:-It is a technique for developing a presentation that leads the listener through the "normal" thinking. Steps of human problem solving to motivate him or herself to respond positively to the communicators goal.

EMOTIONAL APPEAL:-It is predominantly an attack on feelings rather than intellect. The user of this technique seeks to identify the nature of his or her audience and then plays on the emotional appeals that will strike home with that particular audience.

IMPROMPTU RESPONSE:-It involves the ability to speak without specific previous preparation. It combines all the best features of formal public speaking into a simplified format that facilitates quick organization and rapid recall of important ideas. It is mostly practiced by the politicians.

QUESTION AND ANSWER:-It provides the audience an opportunity to clarify what a speaker has said as well as to become involved in the presentation. The members of the audience pose questions to the speaker.

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All the techniques are taken from, R. wayne Pace, Brent D. Peters, M, Dallas Burnet, Techniques of effective, U.S.A., 1979

SUMMARY.

All of us would like to live in an environment where there is effective communication. For this reason all of us need to know the meaning of effective communication and its purpose. It is also advisable that people should be encouraged to develop the different techniques of effective communication and to practice them. This brings lots of creativity and progress in any organization.

Our communication should be caring and enabling since we are all willing to model on Jesus who was able to change the emotional state of others through his central skill of communication.

All barriers of communication should be eliminated in all the organizations. In this way all the members of the organization will be able to have a sense of belonging in any organization. All of this should be encouraged to enhance a prayer-centered communication grounded in values and in truth.

The objectives of communication are reached by conveying logic information, assuring understanding, getting action and persuading others at confused times.

CONCLUSION.

It is my prayer and wish that all organizations should have a friendly attitude by creating a genuine liking of people and an interest in them. We should be ready to respond to others, share with them our wishes, desires, dreams, opinions and ideas. We must be sincere, considerate and to talk the things that interest others, giving them a chance to talk.

We should bring all our resources at the service of others and this will enable all of us to communicate effectively. The use of our best action, voice language, analyze conversational habits- our own and those of others and to practice diligently and intelligently with a will to improve our communication skills.

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