

**International Business Communication**  
**Prof. A. Malik**  
**Vinod Gupta School of Management**  
**Indian Institute of Technology, Kharagpur**

**Lecture - 18**  
**Communication Style**

Welcome back to the class on international business communication. Today, we will synergize whatever we have been talking about in the previous classes. We have talked about oral communication, we have talked about verbal communication, we have talked about non verbal communication, and we have talked about the implications of the different concepts related to these different types of communication, the different channels of communication. Today and we have talked about inter cultural communication, which is the very important aspect of communication, which is the most important thing in international business, and that is inter cultural communication. And today we will start bringing these different ideas different concepts together.

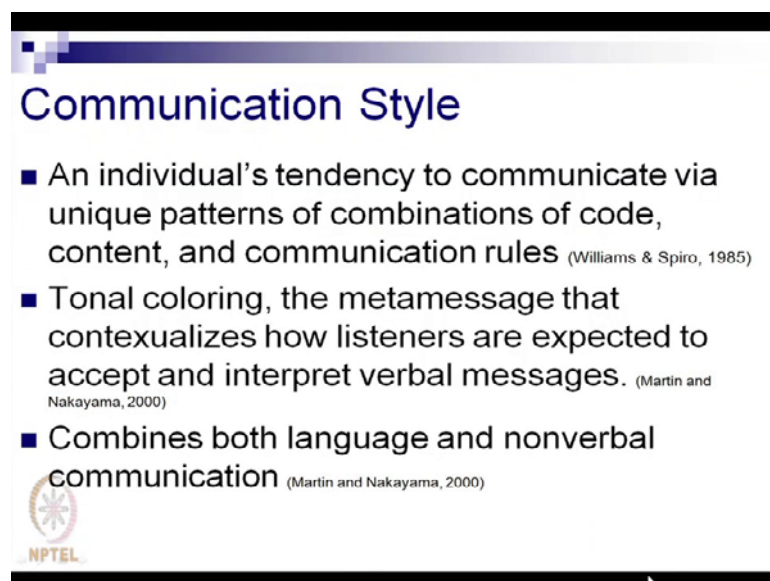
Now, I was having a discussion, very interesting discussion with one of my students the other day. And we talked about how difficult it is to teach and learn the social science. And that is what makes the teaching and learning of this subject. So, difficult; it is not linear, it is not unidirectional, it is not there is some sequence to it, but everything is inter related. So, I could be talking about communication styles in the very beginning. And I could be telling you about verbal and non verbal communication later on. And different people do this differently, there is no right or wrong way of going about it. And that is what makes the teaching and learning of this subject very difficult. Now, the easy part is that we are doing these 24 hours. We are doing this all the time 24 7, we are communicating verbally and non verbally 24 hours a day 7 day of week all the time.

And that is where the applications of these things come in. So, I want you, before we even get into this energy, I would like you to start thinking about or start recognizing the examples from your daily life. Start recognizing whatever we talked about through the examples of behaviors in your daily life. And before we getting to communication style there is one more thing that I would like to bring to your attention or bring to your notice. And again as one of my very senior colleagues once pointed out bring something to somebody's notice or attention has the phrase as a negative connotation. And for want of

a better phrase; I would like to share with you this very important debate that has been going on as far as the styles of communication are concerned.

The biggest problem here is to figure out whether behavior is affecting communication or whether communication is a part of behavior. Now, historically communication styles have been studied differently. They have been studied as the part of personality, but; when we look at it very deeply, we realize that it is communication. It is the manner in which we communicate that determines; the kind of personality people think we have. And that feels into what we think about ourselves as we have talk about in our discussions on identity. And that in turn influences what we send out into our environments and how we send out. And we will come to that later on, but; considering this whole case this mess of communication considering this mess of the communication styles.

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**Communication Style**

- An individual's tendency to communicate via unique patterns of combinations of code, content, and communication rules (Williams & Spiro, 1985)
- Tonal coloring, the metamessage that contextualizes how listeners are expected to accept and interpret verbal messages. (Martin and Nakayama, 2000)
- Combines both language and nonverbal communication (Martin and Nakayama, 2000)

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Let us now, get into communication style. Communication style; what is communication style? Communication style is an individual's tendency to communicate via unique patterns of combinations of code, content, and communication rules. What does this mean? When we talk about combinations of code; what kind of code are we talking about? By code we mean; the language that we use. Content is what we put in it. The words that we pick from that language and communicate rules are contextual.

So, our inherent tendency to communicate via unique patterns of combinations of code which is the language, the words that we take from that language and that rules we follow while speaking in that language to somebody who is familiar with that language. And to somebody who may not be that familiar with that language. And that could be true for the people listening to this lecture. The manner which I am trying to explain communication styles to people. Again, the whole propose of this series of lectures through the national program on technology enhance learning is to reach out to the message to people. Who are far away and who cannot come to places like I I T.

And, the whole purpose of these lectures is to reach them and give them as good quality of education as possible. So, that they do not feel left out. And of course, we doing service we have come from the same community we are trying to give back to the same community. So, I am trying to explain communications styles to people out there to you. And the manner in which I am doing it is very specific to this situation. I am using a combination of code which is English language. English is not my mother tongue, I learnt English just is you did in school, but; I have been speaking it regularly for a long time. So, I fell I have a, I am very comfortable with the grasp I have on the language. I feel confident about the language. I think I know enough about the language to talk in it, to write in it, to think in it.

But that code is the language. And many of you I am assuming speak other languages. Many of you do not have English as the mother tongue, many of you have may be Hindi, Pahadi, Punjabi, Gujarati, Marathi whatever your region is you have that has our regional language. So, this is the different code. The content, the words I am using, if I was talking to somebody to an expert in communication.

If I was talking to my professor, I would not have taken more than 30 seconds to come up with a precise interpretation of this definition. Why? Because the words that my professor expects me to use while explaining this will be very different from the words you expect me to use, when I say code; I do not have to explain to my professor, what code is. When I say content in a message I do not have to explain that to my professor. Why because; this person has thought me most of what, probably everything I know about communication.

And, communication rules; when we say communication rules, how I talk to you, I am talking to you from the place of authority, And of course, this is unidirectional communication. Even if this for your real class I would expect my student to first listen to me. And only when I asked them, only when I stopped or finished explaining what I was explaining, I would expect my students to come up to me, interrupt to me, ask me questions only after they had raise their hands and only after I had pointed out one person out and said; you tell me what you want to know. So, that is the combination of code content and communication rules.

I cannot do that with you. And that is why; the manner in which the patterns that I follow to integrate the code that content and the rules are different from the patterns I would follow; when I was talking to the person in authority. And that would be different from what I would follow. When I was in a class room; where, I had 100 students sitting there, listening to me; some of them would not be paying attention, some of them would have half many other things on their minds, some of them could be distracted some of them would actually be hopefully most of them would be paying attention to me. Now, the other thing here is from in inter cultural communication point of view; communication style is the tonal coloring. The tone, the extra linguistic features that we or the Para language that we attach to the language or to the words or to the code.

The Meta message that contextualizes; how listeners are expected to accept and interpret verbal messages. We talked about ((Refer Time: 09:22)) model in the very first lecture I think. We talked about the importance of context; we talked about how the creation or n coding of a message differs from the decoding or reception of a message. We also talked about the raping of a message within the context of the channel that is used. So, this is the Meta message which means; the philosophical idea attach to the message.

My perception of what the message is and what it is suppose to do? The perception of the listener about what the message is and what suppose to do. And that contextualizes; how the listener or the recipient of my message is supposed to accept and interpret the message. I will give you an example; I am hoping that you the listeners of this course, the people who are receiving this course through you tube or through some other channel whatever that may in your case. And hoping that you are listing to what I am saying, I am hoping that you will take these key words that I point out to you. And you will go with them. And you will look them up. And you will may be consult to the web course

that I hopefully will be able to offer. And you will get back to me, if you have any questions you will contact your teachers.

And, hopefully may be 1 in a 1000 people will get interest enough to contact me and ask me. If I can train them little bit more on communication. So, that is my expectation. Now, that is a context that I am attaching to the message and that is my tone is defining how I am drafting the message, how many times I am repeating the same concept. So, that is the tonal coloring. And Martin and Nakayama who are the proponents in inter cultural communication. Who are the Stalvalds in inter communication are the once who have come up with this explanation. It combines both language and non verbal communication as we have already established that is communication style.

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**Background**

- Part of training to people involved in international trade for thousands of years
- Historically restricted to royalty
- Has been studied as part of personality for almost a century
  - MBTI based on Jungian styles:
    - Controllers
    - Collaborators
    - Analyzers
    - Socializers



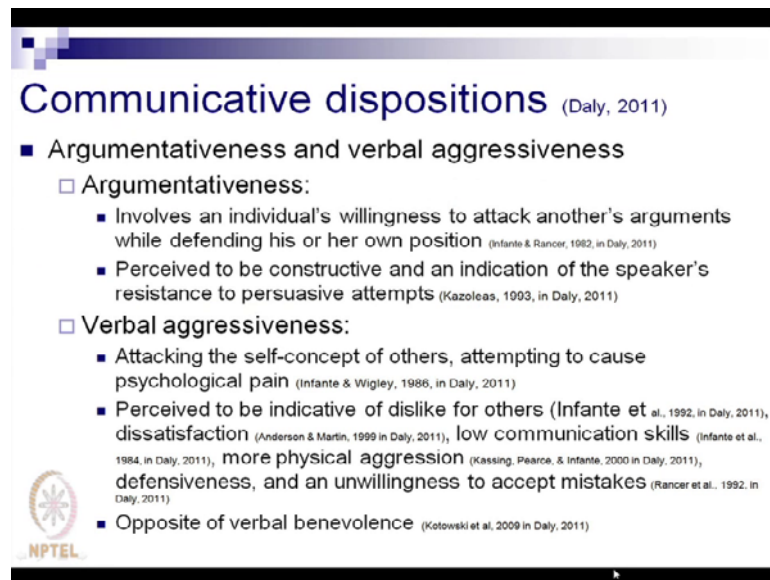
Now, the background for communication styles is that how that it all begin, it started historically. It was restricted to royalty; it became part of training to people involved in international trade. It has been involved; it has been a part of training to a people involved in international trade for 1000 of years. And initially when the international trades started the people involved in trading across the broader were royalty. So, royalty were or sons of pharos is where we initial documentation is from I am sure it is happening in other cultures also. But the sons and daughters the daughters of pharos who are married into other countries into other cultures sometimes.

Again, historian can point me out if I am wrong, but; that is what I have found initially through j store, journal store which is the Data Base. Now, it has been studied, it has also been studied as part of personality for almost the century. The M B T I is the mayor brags type of inventory; that is based on the Jungian styles. It is not Jungian, it is not Jungian, it is not hungian, it is Jungian styles. Carl young a famous psychologist came up with these styles of personalities, came up with this categories of people. He said that people communicate in a manner to be perceived as collaborators or controllers. I am ordering you, I have the authority to make you do something and that is the controller.

Collaborator; I am going to work with you and get something done that is the collaborator. The Analyzer I will first look into whatever is happening, I will first cut it up piece by piece I will go through it step by step and then I will figure it out what is going on. And Socializers; let us be friends, let us talk and then we will hopefully implicitly in and throughout communication will start understanding what are lays all are about. So, that is one side of communications styles, we will see a lot more I wish I could categorize all the communications styles give you one formula, but; there is none.


Different people have studied communication differently, they have come up with different styles depending on how the analyze whatever they studied. So, none of these definitions are categories that I am just going to give you is the only one is the most important one. Every one of these categories that I am going to share with you stands on its own merits and is open to critic, criticism, debate whatever you may like to call it. But as your teacher it is my responsibility to share with you the diversity of opinions that exits on this. So, you can see; you know, we are unique people and that is why; we all come up with our own understanding of how to categorize people and how to categorize there behaviors.

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**Communicative dispositions** (Daly, 2011)

- **Argumentativeness and verbal aggressiveness**
  - **Argumentativeness:**
    - Involves an individual's willingness to attack another's arguments while defending his or her own position (Infante & Rancer, 1982, in Daly, 2011)
    - Perceived to be constructive and an indication of the speaker's resistance to persuasive attempts (Kazoleas, 1993, in Daly, 2011)
  - **Verbal aggressiveness:**
    - Attacking the self-concept of others, attempting to cause psychological pain (Infante & Wigley, 1986, in Daly, 2011)
    - Perceived to be indicative of dislike for others (Infante et al., 1992, in Daly, 2011), dissatisfaction (Anderson & Martin, 1999 in Daly, 2011), low communication skills (Infante et al., 1984, in Daly, 2011), more physical aggression (Kassing, Pearce, & Infante, 2000 in Daly, 2011), defensiveness, and an unwillingness to accept mistakes (Rancer et al., 1992, in Daly, 2011)
    - Opposite of verbal benevolence (Kotowski et al. 2009 in Daly, 2011)

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According to an article in the hand book of inter personal communication that I have shared with you in the past classes. We have some communicative dispositions. And daily in this paper that was published in this book in 2011 says that we have 4 levels of communicative dispositions. The first one is argumentativeness and verbal aggressiveness. This is inherent tendency to communicate in a particular manner. The first one here is argumentativeness which involves and individual's willingness to attack another's arguments while defending his or her own position. And that is argumentativeness. And it is perceived to be constructive and an indication of the speakers resistance to persuasive attempts.

So, argumentativeness is good; as long as we debate on somebody else's arguments and defend our own position. And that is an inherent disposition, that is an inherent tendency internal Herds to do that. Some of us have that Herds, you can see that in your own daily lives. The other side of with is verbal aggressiveness which is attacking the self concept of others attempting to cause psychological pain. So, this is more negative kind of behavior where we are not trying to defend our point. We are trying to attack the self concept of other people around us.

And, we are intentionally trying to cause psychological pain to the person we are interacting with. Verbal aggressiveness is perceived to be indicative of dislike for others.

Dissatisfaction, low communication skills, more physical aggression, defensiveness and an unwillingness to accept mistakes.

I am, who I am, I will stick to my gun, I will not give you reason for sticking to my point, I do not care what you think, I do not want to collaborate, I am going to fight and I am going to have my own way. It is the opposite of verbal benevolence. Verbal benevolence is a person's tendency to agree to everything that is being said. Yes madam, yes sir. Now, this is the opposite; I am never going to agree with you. I will never accept whatever; you are saying at face value I will attack it because it is my way or the highway. And again there are benefits to such things also. If you are like that you may win in some situations where, you really need to win.

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**Communicative dispositions (Contd.)**  
(Daly, 2011)

- **Communication apprehension:**
  - Alternatively labelled as *reticence, social-communicative anxiety, shyness, and social anxiety*
  - Indicates less likelihood to talk in social settings (Garcia et al, 1991, in Daly, 2011) , engagement in less eye contact (Garcia et al, 1991, in Daly, 2011) , lesser tendency to disclose information (Meleshko & Alden, 1993, in Daly, 2011), lesser conversational sensitivity (Daly et al., 1987, in Daly, 2011) , lesser likelihood to select occupations that require communication (Daly & McCroskey, 1975, in Daly, 2011), & less willingness to seek career advancement (McCroskey, 1979, in Daly, 2011)
- **Conflict: To be discussed in a later lecture on Conflict.**

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But of course, it does not come across very comfortable. The second type of communicative apprehension, communicative disposition is communication apprehension. This is something I want you to think about.

This is our inherent tendency to not communicate and scared of communication. What is the word of apprehension mean? Apprehension means; I am scared to communicate, I do not want to communicate, because; there is some fear in me that is stopping me from communicating with you. It has alternatively been labeled as reticence, social communicative anxiety. I am scared, I am anxious; I am worried about communicating with the people shyness which is considered the virtue in many cultures and social.



Anxiety it indicates less likelihood to talk in social settings engagement in less eye contact.

And, again all these things are cultures specific. In some cultures the willingness or ability or a Person's nature or disposition or a person's behavior in which the person does not make enough eye contact with people. The person supposes to be very respectful. In other cultures people who not making eye contact are consider to be very flaky or invasive. But it all this things are not none of this is absolute, none of this is the only thing you are welcome to disagree you are welcome to find other opinions. Then and refused this opinions and debate I welcome all of you to debate.

And, if you are, if you give me an opinion that is different and if this logical behind it; I will very gratefully accept. Whatever, you are telling me this is what I have read I could be wrong. And this is definitely not an exhaustive list. Lesser tendency to disclose information is again associated with communication apprehension. I am scared to share my information with people. And that is why; ultimately I am scared to make contact with people. So, I will not feel like sharing whatever I know with people. it is also been labeled as introversion. Introversion was is extra version. So, intro words do not normally like to share things with people.

Lesser conversations sensitive; now, if I am not open to sharing information about myself, I am also in a way preventing myself from receiving the signals coming to me from my environment. I am not opening up; I am not sensitive to whatever is happening in my environment. And that somehow comes to the territory. Since; I have blocked people out, I have put them out of my shell, I have this big wall around myself. I am not letting, I am not sending signals out, but; I also have a tendency to not let signals come in and that is the, what this phrase lesser conversational sensitivity means. Lesser likelihood to select occupations that require communication, I am not comfortable talking to people, I have this big wall around myself. So, I am not comfortable engaging in occupations or taking up occupations doing work that requires me to talk to people.

And, believe it or not; such people if a person has a choice if between selecting engineering or medicine. A person who has got a mission in both the programs after classed well, there are a few of those people. And there are people who do both the courses in foreign countries. But here, it is good to be selected for a medical college and

an engineering collage at the same time people usually going for one or the other. Person who is apprehensive about communication would probably prefer to take up engineering as compared to medicine. Why, because; in medicine the person will have to constantly deal with patients will have to constantly talk to people. If a person has a choice between research, the research side and the teaching side of any profession many was who do P H D's we have a choice. Many was getting to research many was going into teaching.

Those of us who are scared of talking to people usually retreat into the research side, we focus more on research. And again my colleagues are welcome to disagree, but; that has been my observation. And of course, these things are been true and through research also. So, we had likely to select occupations that require lesser likely selecting occupation that require communication. And you the people who are listening to this course; you really need to pay attention to this you have to recognize what your inherent tendency is what you feel like doing. And what you do not feel like doing. You, many of you could be at the beginning of you career many of you still be at a stage where you are trying to decide what to take up as your career.

So, you have to recognize whether you are shy about meeting people whether you are uncomfortable talking to people. In that case; it may not be a very wise idea to take up occupations that require you to deal with people. Unless, you are really ready to overcome that tendency. And many of us are able to do that. We are scared, we get in to situations, we through ourselves into do that situation and we learn I am one such example. Anyway less willingness to seek career advancement; these people who are apprehensive about communicating with people become more complacent about their own, about changes in their life, in their professional life's.

And, they are scared to talk to new people, they are scared or not scare, but; they are apprehensive. They are anxious; they have higher level of anxiety about going into new situation and re adjusting to new situation and reconnecting with new people. So, what they do is they tend to stay longer in the organizations that they are in. They tend to not going to situations where, the success is assured. So, there movement is somehow restricted by their inherent tendency to feel scared of communicating with people. Conflict is another communicative disposition; we will talk about more when we discuss conflict and negotiations in communication ok.

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**Communicative dispositions (Contd.)**  
(Daly, 2011)

- Communicative and Social Competence and Skill:  
Conversational sensitivity (Daly et al., 1987, in Daly, 2011)
  - Taps an individual's ability to assess and respond to various communicative challenges
  - Factors:
    - Detecting meaning
    - Conversational memory
    - Conversational alternatives
    - Conversational imagination
    - Conversation enjoyment
    - Interpretation
    - Perceiving affinity

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The last point here is communicative and social competence and skill. We have talked about communicative competence social competence is a larger is a super set of which communicative competence is a part. Communicative skill depends largely on conversational sensitivity. We were just talking about this sensitivity to communicate with people; the sensitivity, conversational sensitivity in terms of communication apprehension. Now, let us discuss what this is? It is the ability of conversational sensitivity taps and individual's ability to assess and respond to various communication challenges.

So, it is your ability to deal with different kinds of communication challenges. Now, what affects conversational sensitivity? The first factor here is detecting meaning, conversational memory is another one. Conversational you have to be able to find meaning; you have to be able to recognize that something is going on in your environment. Conversational memory; what do I tie these things in with, in my past. Conversational alternatives; do I have what I have I said in the past I can repeat in this current situation, copying and pasting from our past experiences that is conversational memory. Conversational alternatives; what if whatever I know about my, about such situations in the past it is not applied to this situation.

What are the alternatives I have? Can I get into a, can I draw from some other situation that was different from this. But still come up with a some type of conversation, some

content context mix that I can apply to the situation. Conversational imagination; how able am I to think out of the box and pull out different alternatives to deal with this situation. Different ways of receiving information coming from my environment can I classify this information or should I just accepted as a different bit of information that is coming to me. Conversational enjoyment; you recognize things you have tagged them you have put them into different files. Now, is the time to sit and actually starts feeling and detecting an understanding your own comforts levels in that conversation. Once that happens then we start interpreting and after that we decide whether we would like to get into a similar situation or not. And that is the perception affinity ok.

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**Communication accommodation theory (CAT)** (Canary, Cody & Manusov, 2000)

- Proposed by Prof. H. Giles (UCSB) in 1971, in his attempt to find out why people switched the manners in which they spoke to different people and in different situations
- Specifies how two people from alternate cultures interact in ways that reflect their personal goals as well as cultural identity.
- Concepts:
  - *Convergence*: Adapting one's speech style to match that of others with whom the communicator wants to identify
    - Mutual/ nonmutual accommodation: Switching speaking styles either individually or mutually to suit that of the person one is with
  - *Divergence*: Speaking in a way that emphasizes one's difference

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Communication accommodation theory, another very important concept for this class; this theory was proposed by professor H Giles in university of California Santa Barbara in 1971. In his attempt to find out why people switched the manners in which they spoke to different people and in different situations. He wanted to find out why and how do we adapt? And he says the theory specifies how 2 people from alternate cultures interact in ways that reflect their personal goals as well as cultural identity. So, how do we interact? How are our interpersonal differences highlighted? How do we accept the different backgrounds that we are coming from?

The concepts here are convergence and divergence. Again, 2 ways in which we adapt our communication are; the first one is convergence. Adapting one's speech style to match

that of others with whom, the communicator wants to identify. When in Rome do as the Romans do. When in Bengal understand Bengali you have to do it. When in Himachal learn to follow the different accents; people who was speak to you in Hindi. When you go to districts like Kangranal they will speak in a mixed of Hindi Dorian Punjabi. And we have to tree tune are hears to aspect these different signals coming from our environments. I will give you an interesting example; I lived and worked in Ahmadabad many years ago for about 3 years. And again the Gujarati is listening to this will probably we able to identify with this in Gujarat.

The words for left and right are [FL]. So, and my home is in Himanchal, my family lives in Himanchal. So, what would happen would be in when I was in Ahmadabad; if I was using an auto rickshaw I would use these terms. Again, I did not learn Gujarati, but; somehow we say our accents starts matching that of the people we use put same terms. So, even if the auto [FL] understood. The auto rickshaw driver understood right and left I would use the local terms to direct him where, I wanted to go. And I would say [FL] which means; go left go left or go right. And once it so happened that I was, I went from Ahmadabad to Delhi and I used same terms. Why, because I was so used to using these things and the auto rickshaw driver said what? What did you just said? And I realize that unknowingly I had adapted to their way of speaking.

Again, this is one small example may not be the right fit. We start adapting the accents of people, we start using some local terms. We start understanding the connotative meaning of these terms; that is convergence. Here, again mutual and non mutual accommodation; depending on there we are in the communication situation, mutual accommodation is I will adapt a little bit your style you adapt a little bit to my style. So, when you working closely together you will start understanding what each other person is what the other person is saying.

You will start using terms; you will start talking in manners that the other person talks in. When on the other hand; when it is you know top to bottom, when it is an, is symmetrical interaction which means; one person is here and the other person here. I think we talked about it in the class on communication rules. We have non mutual accommodation which means; that the person who is up there in the symmetry is under no gun or, have no compulsion to adapt this style of the person here. The person has to adapt to the style of this person here. The person has to learn to understand this style,

but; the person does not necessarily need to this person up here, does not need to adapt the style person here. On the other hand; the person here feels compelled to start accepting, start understanding, start using the style of the person above then in hierarchy so that they can fit in.

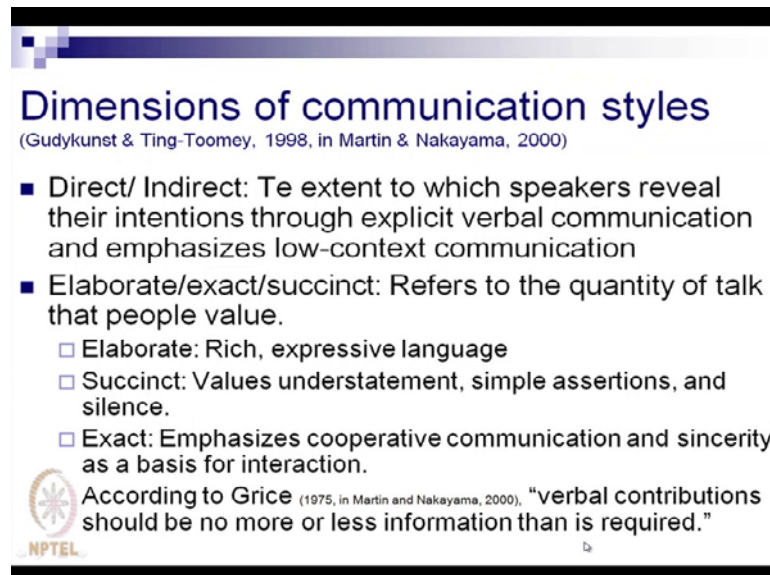
So, that is non mutual accommodation one sided relationship or one sided attempt to accommodate to this person. And they come at same level to whole point about communication accommodation is that both people try and align their comfort zones in there interaction in such a manner that they start understanding each other. And in that we have convergence and within convergence we have mutual and non mutual convergence or accommodation. Divergence on the other hand is speaking in a way that emphasizes once different.

I go to a different place; I refuse to let people in Bengal pronounce my name in a Bengali way. My surname Malik is pronounced as Mallik here. And when I hear that I feel uncomfortable. And I have to keep reminding them it is Punjabi Malik, it is not Bengali Mallik. Please, do not call me Mallik, it is Malik and then they will say still say oh madam Malik. And I am like no not a double l. So, but again, you no so I am highlighting my difference, I am saying I am different. They will say, they will pronounce the word aradhana differently. And sorry, I wish I could do it, I cannot do it right now. When I went to the U S they wanted to know whether I had a nick name or whether my name could be pronounced differently. Nothing wrong with that, but; I insisted that if I can learn to pronounce their names they can also learn to pronounce my name.

So, eventually my name became the closet they came to whose aradhana which is simpler to pronounce. But again, I highlighted the differences. So, I said I am here, I am accepting you. I am totally out of your, this things, I do not have to change my ways to fit in. Please accept me the way I am and I will accept you the way I am that divergence. We will fit in; we will somehow grace the, we will somehow brush against each other; we will find the common point of contact we will get in touch we will connect. But at the same time my individuality my different, differences and your differences will be respected and they will be appear. And we will build on these differences and we will find common ground. That is divergence. We will find the comfort zone despite these


differences that is divergence or, we will minimize the differences. So, that we can align our comfort zone with each other that is convergence.

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**Dimensions of communication styles**  
(Gudykunst & Ting-Toomey, 1998, in Martin & Nakayama, 2000)

- **Direct/ Indirect:** Te extent to which speakers reveal their intentions through explicit verbal communication and emphasizes low-context communication
- **Elaborate/exact/succinct:** Refers to the quantity of talk that people value.
  - **Elaborate:** Rich, expressive language
  - **Succinct:** Values understatement, simple assertions, and silence.
  - **Exact:** Emphasizes cooperative communication and sincerity as a basis for interaction.

 According to Grice (1975, in Martin and Nakayama, 2000), "verbal contributions should be no more or less information than is required."

Some dimensions of communication styles; Gudykunst and Ting Toomey in 1998, in Martin and Nakayama 2000. Inter cultural communication; some dimensions of communication styles are direct and indirect. The extent to which this speakers reveal their intentions through explicit verbal communication and emphasizes low context communication. The direct communication is followed in which culture? I have talk to about low and high context cultures, you decide. Direct is followed in low context cultures or direct communication style is preferred by people low context cultures. Indirect style of communication is preferred by people in high context cultures for an verity of reason that I have been discussed in the class on inter cultural communication.

And, will be discussed again in the classes on conflict and negotiation. Elaborate exact and succinct prefers to the quantity of talk that people value. The elaborate style uses a rich expressive language, lots of ornamental words, lots of additional words just adding on to the flavor of the conversation that is elaborate. Succinct values understatement simple assertions and silence that is the exact opposite. So, in low context cultures the elaborate style may be preferred. Now, you will say this is completely different from direct and indirect. Again, no culture is exclusively high context or low context there are mixture of these things, but; in low context cultures we are encourage to share whatever

we are feeling with the environment. So, that stability can be maintained in the environment.

In a high context culture; we are suppose to work through our emotions and share whatever the bare minimum possible. And suppose to understand what is going on in your mind without you having to tell me about it and that is fine. When you are coming from such a culture you realize, you learn to read the signals over a period of time. You learn to recognize patterns in a person's behavior. We learn to figure out where we stand in relation to anyone else within the environment. And we start understanding these certain signals. And that is the succinct style of communication. The exact style emphasizes cooperative communication and sincerity as a basis for the interaction. Again, here this is somehow middle ground between elaborate and succinct neither too much nor to little.

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**Dimensions of communication styles (Contd.)**  
(Gudykunst & Ting-Toomey, 1998, in Martin & Nakayama, 2000)

- **Personal/ Contextual styles:**
  - Different ways of addressing people in different contexts e.g.
    - *You* is *you* is *you* in English. But in Hindi, how I say the word *you* will depend upon my level of intimacy with that person
    - Speakers of Korean language distinguish among the following groups:
      - People who have the same background and who are known
      - People who have a known background but who themselves are not known
      - People who are known
- **Instrumental/ Affective styles:**
  - Instrumental: Sender and goal oriented
  - Affective: Receiver and process oriented

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So, where ever we need to talk we will talk where ever we do not need to say too much we will stay quite. Personal and contextual styles; different ways of addressing different people, different context. Again, I will give you an interesting example; now, in English the pronoun you remain you. So, it is you in English, it is you in Hindi. Sorry, it is you I mean; if you higher than me in hierarchy I still address you as you. If you lower than me in hierarchy I still address you is you. If you ((Refer Time: 39:00)) I still address you as you. In Hindi [FL] is somebody down there, [FL] peer and [FL] somebody senior.



And, again [FL] is consider to be very rude or disrespectful or extremely informal. The only person I am suppose to addresses to may be my brother or some of the younger cousins and that is all. [FL] is [FL] are the most preferred style. Again, in other Hindi languages or sorry, Sanskrit based languages; we have similar distinction. And the manner in which if I am addressing somebody is to the manner the tone. I will use to talk to the person the kinds of the words I will choose the non verbal signals will be very different from the manner I will address somebody in hierarchy.

If I say [FL] everything about it changes. If I am talking to my parents, the inherent understanding is they are my parents, they are elder to me, they have a lot more experience and they have authority, they can tell me to keep quiet whenever, they want. And I have to keep quiet. And so you know considering all those things that is the context I am talking from.

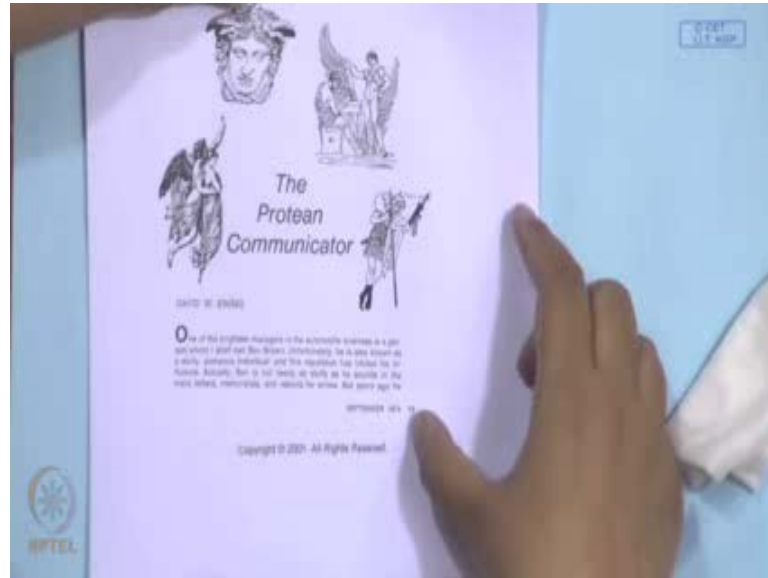
And, they are my parents and I love them. And I do not want them to get hurt by what I say, I do not want them to be uncomfortable about whatever, I say. So, what I say, how I said, how this rules as we discussed in the first slide map out in such a situation will completely change with that situation. When I say [FL] colleague may be some colleagues not all of them. Some friends, some older cousins and or some you know some people are not very comfortable with, but; the rules will be change. When I say [FL] then I go up and the other person when I say [FL] it is immediately understood somebody here will say [FL] or we will call me [FL] there is no [FL]. So, these are the extremes.

And, the same thing will happen. So, it is hard to somebody not coming from such a culture to understand what I am saying. But for the Indian students who hopefully will find this video useful they will probably be able to understand it better. These things are very difficult. This is what makes teaching this course so difficult. The lot of things that we consider as implicit; that we take for granted becomes very difficult for us to explain.

The instrumental or effective style; that is another dimension, Instrumental is sender and goal oriented. Affective is receiver and process oriented. We have talked about intercultural communication. I will leave it for you to decide which culture would prefer the instrumental style or in which culture would the instrumental style is very, more

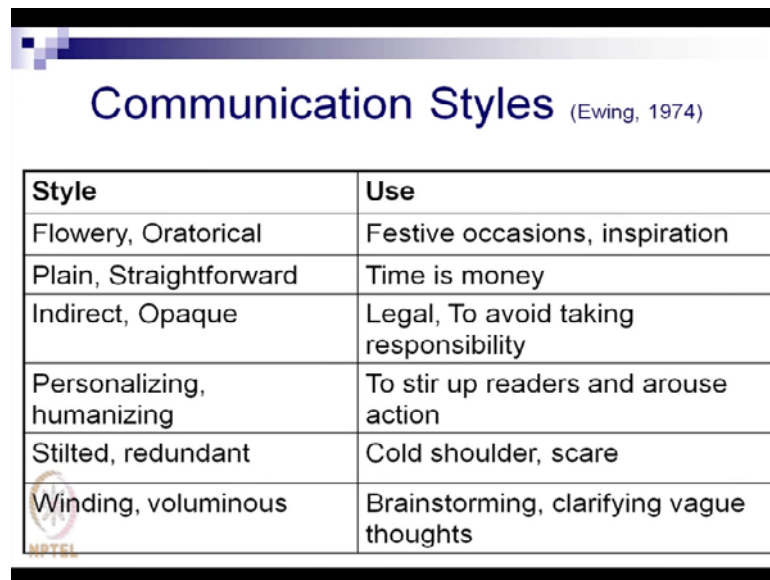
prevalent and in which type of culture would be effective style be more prevalent. Please, take the help of our teachers; if you need to.

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Now, I would like to take the liberty of sharing this very interesting paper with you. This paper is called the protean communicator. And it was published for the first time in September 1994 in a journal called management review. The author of this paper is David P Ewing. And it is one of my favorite papers in any kind of discourse, any kind of teaching of communication. And Ewing talks about these styles in a very different manner; he compares them to characters from Greek mythology. Anyway, I can go on and on, but; I can see that we are running out of time.

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Style	Use
Flowery, Oratorical	Festive occasions, inspiration
Plain, Straightforward	Time is money
Indirect, Opaque	Legal, To avoid taking responsibility
Personalizing, humanizing	To stir up readers and arouse action
Stilted, redundant	Cold shoulder, scare
Winding, voluminous	Brainstorming, clarifying vague thoughts

So, I will do I will quickly go through these different categories mentioned in this paper. The first one according to Ewing is flowery or oratorical. This is the style that we use when we are trying to elevate the position of the person we are talking about or when we are trying to describe something in a very positive light. And this is used festive occasions or inspiration. This is the time; this is the kind of style in which we add lots and lots of positive inflated adjectives. Plain and straight forward style is when we sort of straight away get to the point. It is direct short sentences; this is the kind of style that is preferred in the international business environment. Remember this is I am going to talk more about this. And we talk about return communication, but; you get straight to the point cut out the additional frills, cut out the additional conversation.

Indirect or opaque style; I am sorry my apologies, right in the begging to lawyers, but; the whole profession of law I believe rest on persuading people rest on research. Extensive research to find out what has been done, how different rules have been interpreted, what can be done to ensure justice to the people involved. And so again it is not about, not taking responsibility. But this kind of style can also be used to avoid taking responsibility you sort of pin the blame on somebody else. We say instead of the report should have, I should have submitted the report or x should have submitted the report by so and so date.

I say the report should have been submitted by yesterday. I leave away out; you decide you should have submitted the report and what will happen to them. But I am just bringing to your notice; that a report that should have been submitted yesterday as not been submitted till now. I will not tell you the names of the person who suppose to submitted I am leaving the way out. Personalizing or humanizing style is used to stir up readers and arouse action this is where we start connecting with readers on a very personal level. We say, I feel your pain I empathize I know what you are talking about I understand. I can feel the same thing I was in a similar situation.

And, I will let leave it open for you to discussed amongst yourselves which professions rest. The success of which profession rest on appropriate and optimal use of the personalize in humanizing style of communication. Excuse me, Stilted or redundant style; this is the kind of style we use, when we try to numb the senses of the reader, of the person we are talking to. And again I will take the liberty of sharing something. And internal secret of the academic profession, we professors do this to numb your senses the throw big words with you that you need to look up in dictionaries, may be on Google. We tell you look; I know more than you, because; I know the meaning of this word and you do not. So, the sort of ((Refer Time: 46:23)) and numb your senses ((Refer Time: 46:25)) scare you into believing that we are smarter than you.

We are of course, we are; if you are student we hope that we are at least as smart as you if are not smarter. But this is what we do? When we want to enforce authority, this is something that you might end up doing. When you are in a position where somebody is trying to unnecessarily harass you; you need to do your homework before you start using this style. But then if you really want to get out of the situation; you start throwing big words at people, you start telling them and the right big words, you use wrong big words and you suddenly loose there respect. See you can scare people, you can numb there sense, you can end a conversation by using these big words to defend yourself.

Winding, voluminous style is use for brainstorming and clarifying vague thoughts. And you say well, it is winding how can, it clarify vague thought. The way it can do it is that, when you start going about round and round and round about something, slowly you start getting to the point. You start chipping away the unnecessary ideas then unnecessary concepts, the unnecessary confusions associated with any concept. And this is what students do when they write their final exam papers especially when they do not know

the answer. And they are trying to convince us that they know the answers. So, what do you do? You sort of started a point when you start making connections and because; that I am short. You start sort of beating about the bush Indians who know what is [FL] is will realize why I call it the [FL] style. My typical, my very favorite exercise on this is to ask the student to figure out a connection between religion and quantum physics.

I do not know how many of you are [FL] in both of them. You could know one more about, one less of the other I do not know anything about any of these two things. So, again you could have the discussion and at later stage when we talk about writing I will give you some excises that you can do in class that will help you to understand these differences. We will come back to this difference when we talk about written communication. So, please do not lose this slide ok.

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**Communication styles as manifestations of personality** (Ashton & Lee, 2004, in deVries, 2005)

HEXACO/ PERFECT

- Precise (Conscientiousness)
- Eloquent (eXtraversion)
- Rude (Incivility – not covered in HEXACO)
- Friendly (Agreeableness)
- Emotional (Emotionality)
- Complex (Openness to Experience)
- True (Honesty – Humility)

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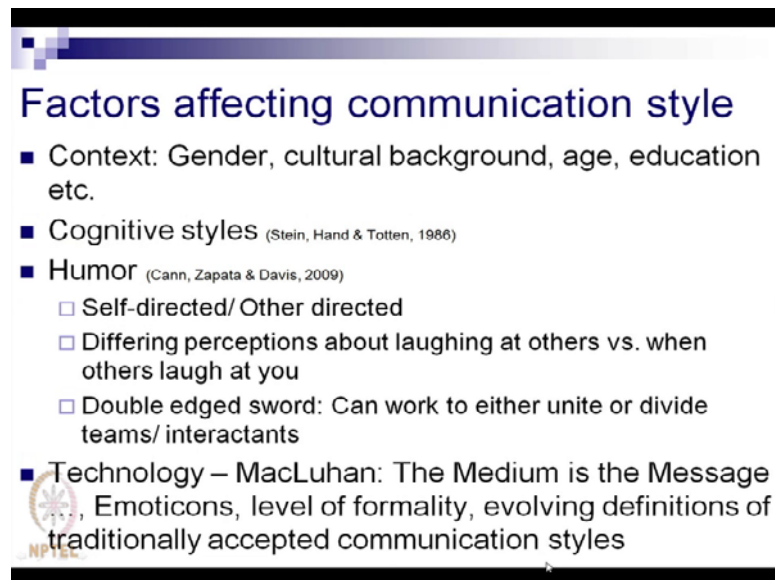
Communication styles as manifestation of personality; we have talked about different things here. Now, let us get into what again, I would like to introduce this also to you I do not have the time to explain all of this to you. But I would like you to look this up on your own. The HEXACO or PERFECT inventories are they have been used by this, by device in a paper that was submitted to the annual international communication association conference in 2005. And in this paper these two styles and the comparisons between these two styles have been described. It is a lexical studies of communication adjectives the dimensionality of communication styles.

In this device compares the HEXACO style and the PERFECT style. When you look at this list; HEXACO is start with H, go right to the bottom, Honesty or Humility HEXACO is an already establish style. So, that is comparable to the truth that is expressed in a person's through, a person personality or through a person communication. The E stands for Extra version sorry, E stands for Emotionality and that is draws parallels with emotional. The X stands for eXtraversion which stand which is; which draws parallel being eloquent. A stands for Agreeableness which A draws parallel with friendliness, C stands for HEXACO; C is not covered here. That stands for stability and sorry, C stands for Conscientiousness which draws parallel with Precision and O stands for Openness to Experience which draws parallels with the Complex style of personality. The incivility is not covered in the HEXACO style. And that draws parallels with Rudeness.

Now, again may be at some other point later on in this class we will discuss this styles. I have just been told by the attendance by the technicians here that I am running out of time. So, I will quickly move on to the different to the implications of these styles for the business environment. There are many different styles of communication they have been categories differently.

We will talk about verbal styles some point; we will talk about writing styles at some point also. One thing that I must, let us move on to the factors affecting communication styles and implication for business environment and I think we can stop there. So, I can definitely give some more references about this style, but; I can only cover these many you know I could take whole class on communication styles on I still not be able to get through whatever is out there.

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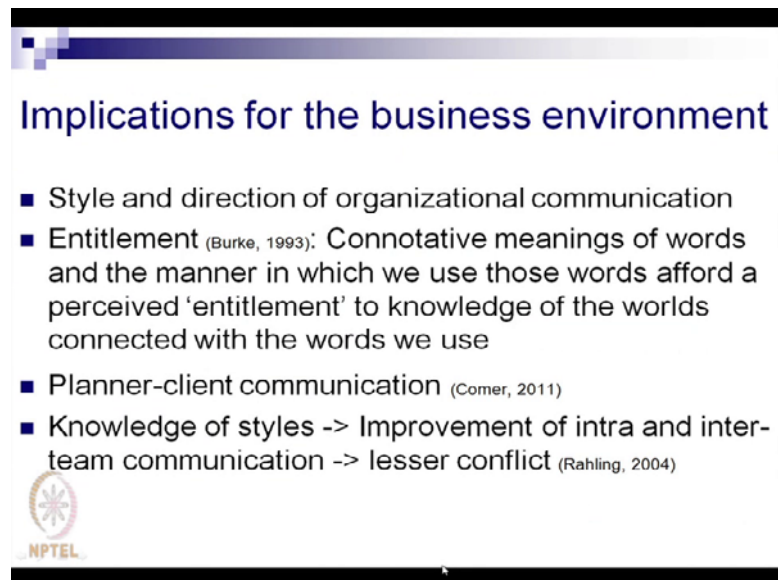
**Factors affecting communication style**

- Context: Gender, cultural background, age, education etc.
- Cognitive styles (Stein, Hand & Totten, 1986)
- Humor (Cann, Zapata & Davis, 2009)
  - Self-directed/ Other directed
  - Differing perceptions about laughing at others vs. when others laugh at you
  - Double edged sword: Can work to either unite or divide teams/ interactants
- Technology – MacLuhan: The Medium is the Message, Emoticons, level of formality, evolving definitions of traditionally accepted communication styles

Some factors affecting communication style; what affects the style that we adapt? The first one here is the context, we talk about this ((Refer Time: 52:14)). We talk about Cognitive style as well. How we think, how we perceive our environment, what we see in our environments. Affects the style that we adapt, effects the manner in which we accommodate to our surroundings which we adapt to our surroundings. Humor again, different ways of humors; self directed and other directed humor can have different implications for the people in our environments. And that can in turn impact the manner in which we communicate with people. Technology can also affect our communication style. Again, one more key word for you to look up Marshal MacLuhan talks about the medium being the message.


What we interpret for about a message depends on the medium in which we receive the message. So, please look this up; Emoticons, we use emoticons to bridge the gap between return and oral communication. And I am sure people will listen to this are very familiar with that. The level of formality in technology of impacts the or, perceived formality about the technological communication can impact the style we use in communication. Evolving definitions of traditionally accepted communication styles are dependent on the use of technology or the transmission of our messages. Traditional messages through the evolving technology and that in turn impacts the way we modify our styles. And how we say things to whom and how are this rules followed ok.

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**Implications for the business environment**

- Style and direction of organizational communication
- Entitlement (Burke, 1993): Connotative meanings of words and the manner in which we use those words afford a perceived 'entitlement' to knowledge of the worlds connected with the words we use
- Planner-client communication (Comer, 2011)
- Knowledge of styles -> Improvement of intra and inter-team communication -> lesser conflict (Rahling, 2004)

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Some implications these styles for the business environment; the first one here is style and direction of organization communication depends upon the style we use. As communicator the style that my boss uses will affect how I deal with my boss or how I response to my boss in that will in turn determine whether, my organization is horizontal or vertical.

So, all those things change. Entitlement; Entitlement deals with connotative meanings of words and the manner in which we use these words that afford a perceived entitlement of knowledge of the words associated connected with the words we use. Very complicated in simple terms, all I am trying to says that I am since; I am giving you all of these complicated definitions. You will assume whether I know it or not. You will assume that I am the guru, the [FL] on communication. I would like to be perceived that way. On the other hand; if I make a small mistake you will say she just making ((Refer Time: 54:57)).

So, when I start using the word long enough, when I start dealing with something long enough, when I start talking about something long enough, I gain a sense of perceived entitlement form the environment. That is exposed to my interaction about me being some me, having some authority on the discussion of such communication or such concepts. Planer client communication which is the communication we have with our, if I am planning something my style of communication will depend on what the client wants and what the clients personalities.



What about and these styles interacting then sort of you know inter personal relationships are forms. Some we will discuss all these things in the lectures to come. Knowledge of styles affects the improvement of intra and inter team communication. And that in turn leads to lesser conflict. That is the whole goal of discussing all this in a class on international business communication. And this whole thing rest on context. And whatever we discussed in the previous slide. We will talk about deception another time let us I will give you some questions to think about.

The first one; is it possible to map the entire gamut of communications styles that people adapt in different situations? If yes how can it be done? If no, why not? Think about it. List the different kinds of situations managers find themselves in where adoption of specific communication styles becomes essential for the completion of specific tasks, for example; personalizing or humanizing style in human sources etcetera. In the last thing I like you to think about is; in the business environment, why is it essential to ensure coherence between one's intent, choice of words, and communication style? Why am I telling you all this about communication style. So, these are the things I would like you to think about. And we will meet in the next class.

Thank you.