CHAPTER 6

SUGGESTIONS AND IMPLICATIONS
Suggestions and Implications:

6.1 Suggestions:

- As the study confirms the impact of communication skills on professional effectiveness, so managers should acknowledge the importance of this connection and readily strive to develop communication and other soft skills in addition to improve their command over the core technical-skills.

- ‘Communication Skills’ as an integrated concept holds its worthiness and thus should be worked upon, yet a conscious attempt has to be made on part of both profession and academia & affiliated training-domain to acknowledge existence, standalone-importance and distinct-relevance of each one of the types of communication (verbal, nonverbal and interpersonal). This should result into more focused developmental-endeavors which shall score high on result-orientation.

- In the overall scheme of things, it has come to fore that ‘verbal communication skills’ in linguistic sense of the term, although important, has not been as prominently significant as normally touted to be. Moreover, the nonverbal and interpersonal types have redeemed their place. Thus, organizations should attempt to promote the perspective of ‘connecting verbal-communication’ more with nonlinguistic behavioral aspects.

- Conducting a training program on ‘Communication Skills’ for a heterogeneous batch containing the nominated members from all functionalities is sort of a norm in the industry. The study with its results clearly showing the variations in impact of different types of communication across the functionalities argue for bringing more homogeneity in the batches of such programs and more focus in defining the topic they are trained upon.

- Be it the nature of industry or the level of hierarchy, ‘communication skills’ has to be seen in the light of its types and in terms of customized connections with professional effectiveness.
In addition to the above suggestions, the study also helped shape **four models** related to the components of Communication Skills. They are a part of the suggestive framework for better Professional Effectiveness; in tune with one of the objectives of this research. They are:

1. ‘Setting-based Communication-Preference’ Model
2. ‘Situation Sizing-Up’ Model
3. ‘Gesture-zone’ Model
4. ‘Mental-state and Tone’ Model

These models are the **original work of researcher** based on the observations and insights gained during the research. The models are presented here in true spirit of the research – **as an original contribution to an existing field of knowledge**.

1. **Setting-based Communication-Preference Model**

The model does draw upon what Spitzberg and Cupach’s relational model (1984; 1989) said. It incorporates personal components—knowledge, motivation, skill, and contextual components—patterns of interaction, norms and rules, relationships types, setting, and activities. Both personal and contextual components are essential to understanding the attribution of competence in organizations and the outcomes of such judgments. In order to achieve communication goals, individuals must have knowledge to construct action plans, often referred to as communication scripts (Berger, 1997). Competent communicators have the procedural knowledge to construct and act out these scripts within different social situations, and must have the perceptive ability to “read” social situations. According to Spitzberg and Cupach (1989), procedural knowledge is “knowing how rather than the content of knowing that or knowing what”. This knowledge is gained through education, experience and by observing what Pavitt and Haight (1986) called a prototype of interpersonal competence—a role model. In the
organizational setting, competence involves knowing how to communicate and knowing what is appropriate and effective within the context. This even involves knowing the correct channels of communication.

The model suggests the communication-preferences for each of the settings. Through them, it strives to help a person make the right choice for the setting he/she is in. It is important in the context of the growing need on a communicator’s part to be mindful of both the ‘internal and external’ contexts while communicating. In the model, for each of the settings, there is a ‘✓’ mark for the right communication-choice corresponding to the respective setting and ‘X’ mark for the wrong communication-choice corresponding to the respective setting.

**Figure 6.1: Setting-based Communication-Preference Model**

<table>
<thead>
<tr>
<th>Communication Choice Setting</th>
<th>Instincts</th>
<th>Mentality</th>
<th>Notions</th>
<th>Mindset</th>
<th>Biases</th>
<th>Opinions</th>
<th>Moods</th>
<th>Perspective</th>
<th>Impulse</th>
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<tr>
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<td>✓</td>
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</tr>
</tbody>
</table>

**Communication Choices:**

- **Instincts:** Instincts are one’s basic nature – one’s unadulterated realness. They are spontaneous and thus are more in tune with individualism rather than being societal.
• **Mentality:** Mentality is the cumulative effect of one’s beliefs acquired through upbringing or conditioning. Older the beliefs are, more rigid they can become.

• **Notions:** Notions are the thoughts conceived on the basis of assumptions or perceptions. These assumptions can be circumstantial or contextual.

• **Mindset:** Mindset is a set of thoughts based on the circumstances one is going through. It has an impact on the connotations with which one looks at things.

• **Biases:** Biases are the tendencies born out of one’s experiences, likings, habits, preferences or motives.

• **Opinions:** Opinions are one’s ideas based on one’s observation of a scenario or analysis of the available information.

• **Moods:** Moods are a relatively-temporary web of thoughts inside a person’s mind at an instance of time, based on how one is feeling.

• **Perspective:** Perspective is a point-of-view of a person, based on a person’s standpoint, rooted in the role one is playing.

• **Impulse:** Impulse is a reaction or an instantaneous response to a stimulus. It is more of an after-effect of an action rather than through one’s own will.

**Settings:**

• **Private:** It is a group that ‘accepts a person the way he/she is’. Normally, such group is very small and can even be limited to the person himself/herself.

• **Personal:** It is a group that ‘accepts a person the way he/she wants to be’. This is also a very small group consisting of very close relationships or familial bonds.

• **Protected:** It is a group that ‘accepts a person the way he/she has been’. It can be friends, relatives or neighbors etc. with whom the person has interacted with for longer enough to be comfortable with.

• **Professional:** It is a group that ‘accepts a person the way he/she should be’. It is normally about colleagues, customers, seniors or subordinates etc.

• **Public:** It is a group that ‘accepts a person the way it accepts everyone else’. It is about people not known to you, but a part of larger societal setup.
Human-beings are called social animals and that’s because we value relationships and we can manage them. Managing relationships is a high-maintenance job. Many scholars have attempted to define interpersonal communication competence; however, the process is likened to “climbing a greased pole” (Phillips, 1984) and competence is still considered a “fuzzy” concept (Jablin & Sias, 2000). The lack of a widely-accepted definition is due to the complexity of the communication process and problems with measurement (Rubin & Martin, 1994; Wiemann, Takai, Ota, & Wiemann, 1997). However, definitions of communication competence are becoming more specific as the issue of context is given more consideration.
Thus, interpersonal communication needs an ability to take care of small things and understand the complexities & unpredictability of human behavior. At the heart of relationship-management lies the ability to communicate effectively. Many a relationships are made or broken due to a word said less or a word said more; a word said too soon or a word said too late. So what matters is the ability to read connections, stakes, people, mindsets and many other minute things. The model names it “Ability to size-up the situation”. Let’s see the factors which if we keep in mind while communicating; can manage relationships for us. All we need is just a bit of patience and willingness to see beyond ourselves even in today’s fast-food generation - where the individuality is resurfacing.

1. **Purpose:** Communication of a message is affected by ‘whether it is in line with the purpose of message or not’. Any diversions from the purpose can adversely affect the interpersonal dynamics involved. Let’s take an example to elaborate on it. Suppose you and your colleague had a fight a month ago and since then you have not been in talking-terms with each other. Now one common colleague arranges a patch-up meeting. After a few minutes in the meeting and after some formal words exchanged, the following conversation takes place:

**Your colleague:** “Well! It is nice that we are getting together again”

**You:** “Yes! I also feel the same”

**Your colleague:** “You know! I really feel that we must forget what happened in past”

**You:** “Yes! You are right”

**You:** “But I tell you something! Everything is okay yet you should not have said what you had said about my Dad”

**Your colleague:** “Yes! I really feel sorry but you know! What you said about Mom was also not correct”
Now, if you see... something has started going terribly wrong over here. In last two lines, suddenly both you and your friend have started chewing back the bitterness of past which is a clear diversion from the purpose of the conversation – patching up.

2. Immediate context: If you look at the communication in our day to day functioning, you would realize that it is like a landscape where a series of communications take place, one stream or thread followed by another such thread; which could be in absolute disconnect with the earlier one. Yet, the problem is that the pace at which the landscape changes may not be replicated in our minds. That’s why people do bring their mindset from their earlier communication-thread to the current ones. While communicating, this has to be factored in as much as possible. Let’s understand it through an example. Suppose you are sitting in your office and a subordinate of yours comes to you. He has come to you in order to ask for some money as his sister is going to get married soon and he needs some financial help from you as a loan. Just when you were about to say something, a colleague of yours from the marketing department comes into your office. After a few minutes of some formal words exchanged and introduction between all three of you, the following conversation takes place between you and your colleague in your subordinate’s presence:

You: “What happened to your payment which was due from that person?”

Your colleague: “Well! I have really had a tough time getting it back”

You: “You are right! I also agree that these days people have become like that. They have become miser and just want to somehow take other’s money.”

Now, if you see... something has started going terribly wrong over here. What you said in last line can be perceived negatively by your colleague in the context of the discussion you had with him immediately before this set-up. He might feel that indirectly you are taunting him.
3. Possible language interpretations: In a globalized world where cross-cultural exchange at workplace is a daily reality, it becomes important to acknowledge that the difference of languages can be a big factor while communicating. There are many words whose pronunciations correspond to some other words in the native language of the receiver. Now, it is pretty possible that that word may not have the connotations that you would want to convey and thus the communication would get distorted. Even in ‘English’, which is the preferred language of the business, there are many words which are used with different connotations in different cultures.

4. Person's present-mindset: When communication takes place, it doesn’t happen only on the apparent surface-level. It is filtered through the minds of the people involved in communication, and so through their mindsets. So, it is important to keep track of this while communicating. Let’s understand it through an example. Suppose your boss has just come back from abroad where he had gone through a course in business-growth and when he rejoined the office then he had a book in his hands named “Attaining double-digit growth year on year”. Now if during the meeting you say that your guideline (expectation) and target is to attain a growth of 6% in next quarter then what would be your boss’s reaction? Obviously, the boss will be disappointed; and a large part of this response will be attributed to his present mindset which is an outcome of his visit and the book. So, it is important to factor-in the same.

5. Person's rapport with you: Communication and its extent depend a lot on the bond shared by the people involved in it. In a world where informality has crept almost effortlessly into the professional dialogue, it still makes sound common-sense to be aware of the fact that closeness has to be earned rather than taken for granted. Let’s take an example to understand this. Suppose you have recently joined a company and there is a female-executive who is a good friend with a male colleague. The male colleague calls the female colleague by her nick name. Now, one fine day you also happen to call her by her nick-name. Now, if you see...something has started going terribly wrong over here.
You have started sounding personal with someone without really striking any bond with the person. In fact people take this kind of liberty day is day out by either making short forms of names or by using the short-names. It is important to be aware of such mistakes.

6. Person’s aspirations: For any person, what he/she strives for is the most important thing in life. He/she starts seeing everything in that perspective. That’s why, while communicating, its impact can not be forgotten. Let’s understand through an example. Suppose your subordinate is going on a vacation-tour with his family for which he had made apt prior-application. Now just one day before his leave you tell him about all the huge-amount of work he is supposed to handle after coming back, the excruciating deadlines and the impossible assignments. Just imagine what would happen now? Naturally, it would be wrong because the person’s aspiration was to relax and enjoy; but you are filling his forthcoming vacation with the ghosts of tomorrow. And this is going to weigh pretty heavy in the context of the interpersonal relationship.

7. Person’s sensitivity-level: Not all people belong to the same sensitivity level; and that too not the same at all points of time. While communicating, this has to be understood. Let’s take an example to elaborate. Suppose one of your friends is going through phase of unemployment and you tell him one fine day that “In any case you are free for the whole day, so why don’t you pay me a visit at my house!” Now this can hurt him badly as his sensitivity level must be at an all-time high right now. This is a case of a temporarily-risen sensitivity-level; but then there are cases when some people are inherently more sensitive than others. While a few people can’t take humor on themselves, gender or community; a few can! So it is crucial to judge a person’s sensitivity level before communicating.

8. Person’s experiences: Every person is eventually a product of set of the experiences he/she has had. They form a framework through which the person starts looking at everything. Let’s take an example to elaborate this. Suppose you are sitting in a group in
a social setup and you say that today’s youngsters are so irresponsible in things like driving that whenever a young guy dies it has to be by his own mistake. Suddenly an old man starts shouting and scolding at you. The reason is that he lost his young son who was actually sitting in a stationary car when a drunken middle-aged man crashed his truck into boy’s car. Now, what went wrong over here? Actually, you stated something as a universal truth and were so engrossed into your own experience that you ignored that there could be some different exception-experiences of someone else. One has to be aware of such phenomena.

9. Person’s relatability with the subject: People react differently to the things which have a relation to them in some or other sense. And that’s why especially when it comes to the topics of discussions, it is important to stay sensitive towards this. Let’s take an example to elaborate this. Suppose you are with your colleagues in an informal setup and are discussing how corrupt police has become. You keep on using the abusive words for policemen and keep on cursing them and their families without realizing that the father of one of your colleagues is a Constable in Police. Here you did not take care of the possibility of the subject-in-hand having some relation with one of the people around. This could be a trouble in the context of interpersonal relationships.

10. Analogical inferences: Human mind is programmed to make analogies. Be it situations or things, we tend to connect every dot and derive meaning out of everything. So, it is important to stay vigilant to that. Let’s take an example to elaborate this. Suppose your cousin comes to you for discussing his plans to leave his job and start his own business. At that time you were watching a horserace in which a horse tries to run a bit too fast, falls and starts limping. And you suddenly laugh and say “a horse when tries to be a Cheetah does not even remain a pony”. Now prima-facie nothing looks to be wrong but the truth is that your statement can be seen as an analogy and thus can be inferred by your cousin as “Don’t try to be overambitious otherwise you would even lose what you have” which may hurt him.
11. Person's complexes: During the journey of our lives, we all gather all sorts of complexes related to various things. And it is important to take care of them as much as possible while communicating. Let’s take an example to elaborate this. Suppose you enter the office of your boss to ask for a leave to prepare for your exams of Executive-MBA. Now, while talking to him you say “Sir! You very well know that one’s career becomes dead-duck stagnant without a PG degree! One can just never grow”. Now, while saying this you forget that your boss is merely a Graduate and has a long-held complex of that. And this comment of yours can really hurt him.

12. Impact of the presence of others: The communication takes an entirely new light in the company it takes place in. And thus you cannot stay oblivious to that while communicating. Imagine two colleagues talking to each other about their last company where also they were colleagues. If they deliberately keep on talking only about the events, people and memories of the past then there is a pretty healthy chance that the other people present there will start feeling out of place. Thus it is important to see the impact of third party’s presence on all the parties involved. There are even times when some things should not be said in front of a particular 3rd party but people don’t take care of it.

3. 'Gesture – zone' Model

As many other studies also suggest, Honeycutt, Knapp, and Powers (1983) assert that the availability of nonverbal signals has an important bearing on accurate judgments of another's communication. Remland (1981) in this context says that an image of one's self in relation to another is symbolized nonverbally by gesture and movement. He talks about the expansive and constrictive gestures conveying much more than what other cues may. Yet as Graham, Unruh and Jennings (1991) say, the plethora of literature on nonverbal communication includes many studies of university students but few studies of persons in
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This model of nonverbal communication deals with the interpretation of 'gestures' of a person. It proposes that the body can be seen in terms of zones – both vertical and horizontal.

Figure 6.3: Gesture-Zone Model

Vertical Zones:

Confidence Zone: The hand-gestures in the zone between breast-line and waist-line are said to be in confidence-zone. Gestures in this zone are the most preferred ones for professional settings – meant for the most part of official conduct. They convey poise and assertiveness, and are good for conversations, expression and explanation.

Dominance Zone: The hand-gestures in the zone beyond the breast-line are said to be in dominance-zone. Gestures in this zone convey aggression and power. They are good for
leaders or managers playing a role of the superior. They are best deployed in public-speaking or the matters where a point has to be made or pushed through.

**Unsure Zone:** The hand-gestures in the zone below the waist-line are said to be in unsure-zone. They are speculative in connotation and may also convey concern or submissiveness. They represent diffidence or guessing. They are best avoided.

**Horizontal Zones:**

**Confidence Zone:** The hand-gestures when precisely parallel to the outline of the human-body (taking the space equal to the space naturally available to the human-body) are said to be in confidence-zone. An example can be sitting with both feet grounded. They convey poise & assertiveness, and are good for conversation, expression or explanation.

**Conscious Zone:** The hand-gestures when inside the outline of the human-body (taking the space lesser than the space naturally available to the human-body) are said to be in conscious-zone. A good example can be the European Gentleman-position where the person has one leg over another. They may convey submissiveness or introversion.

**Candid Zone:** The hand-gestures when outside the outline of the human-body (taking the space more than the space naturally available to the human-body) are said to be in candid-zone. A good example can be the Figure-4 position of sitting. They are good for leaders or managers playing a role of the superior. They are best deployed in public-speaking or the matters where a point has to be made or pushed through.

### 4. ‘Mental-state & Tone’ Model

This paralinguistic model states that there is an inherent connection between the tone of one’s voice and the mental state. So, it is possible to make a reasonable estimate about one’s mental state by observing one’s tone. It is consistent to the importance of listening in the organizational context. Listening-related skills have often been examined in the
Suggestions and Implications

competence literature and to a lesser extent within organizational contexts. Listening involves cognitive as well as behavioral processes in acquiring information (Bostrom, 1996). Sypher et al. (1989) found connections between listening ability and job level, and listening ability and upward mobility.

Often, researchers study listening paired with similar constructs such as empathy and attentiveness (Monge et al., 1982; Wiemann, 1977). Wiemann (1977) described empathy as the ability to reciprocate affect displays, send verbal responses showing understanding and feelings for others, and actively listen.

Another, more parsimonious conceptualization was provided by Martin and Rubin (1994) when they define empathy as a person's ability to feel with others. Listening and empathizing are ways of being an attentive communicator (Cegala, 1981) or other-oriented.

Other-orientation is often referred to as altercentrism, demonstrated by showing interest in and attention to others in conversations and adapting messages accordingly (Martin & Rubin, 1994). Wheeless and Berryman-Fink (1985) found competence impressions of women managers include altercentrism and interaction management.

Altercentrism also involves empathy, listening, and supportiveness. This level of involvement requires skill in interaction management—the degree to which the conversational setting, turn-taking, and episode punctuation patterns are controlled (Spitzberg, 1983).

This model postulates that all the mental states are product of two dimensions:

- 'I' and 'You'
- 'Up' or 'Down'
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- ‘I’ and ‘You’
- ‘Up’ or ‘Down’
Figure 6.4: Mental-state and Tone Model

The resulting feeling-stands one is in, has or goes through can be following types:

Table 6.1: Tone of voice and corresponding state of mind

<table>
<thead>
<tr>
<th>Tone</th>
<th>State of Mind</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoritative</td>
<td>I am Up – You’re Down</td>
</tr>
<tr>
<td>Angry</td>
<td>I am Down – You’re Down</td>
</tr>
<tr>
<td>Requesting</td>
<td>I am Down – You’re Up</td>
</tr>
<tr>
<td>Feel-Good</td>
<td>I am Up – You’re Up</td>
</tr>
<tr>
<td>Happy</td>
<td>I am Up</td>
</tr>
<tr>
<td>Sarcastic</td>
<td>You’re Down</td>
</tr>
<tr>
<td>Persuading</td>
<td>You’re Up</td>
</tr>
<tr>
<td>Dejected</td>
<td>I am Down</td>
</tr>
<tr>
<td>Normalness</td>
<td>We’re Equal</td>
</tr>
</tbody>
</table>

The model has immense utility in all the situations which have human interaction. And if through the voice-tone one is able to gauge the mental state then rather than focusing on the tone only, it is possible to operate through the other behavioral or interpersonal approaches or techniques and work on bringing the mental state to the desired level.
6.2 Implications of the Study:

Implications for Researchers:

- The study opens up avenues for research ‘projects and pursuits’ further delving into the impact of either of the variables ‘Communication Skills (as an integrated term)’, ‘Verbal Communication’, ‘Nonverbal Communication’ and ‘Interpersonal Communication’ on Professional Effectiveness in either of the industries – Manufacturing and Services.

- The impact of either of the variables ‘Communication Skills (as an integrated term)’, ‘Verbal Communication’, ‘Nonverbal Communication’ and ‘Interpersonal Communication’ on either of the functionalities of Marketing, Finance, Production, Operations, HR and General Management is a matter of an inquisitive interest. All the resultant permutations and combinations promise to throw worthy challenges in front of the future researchers.

- In context of different levels of the hierarchy viz. Front, Middle and Top, the interplay of all the variables ‘Communication Skills (as an integrated term)’, ‘Verbal Communication’, ‘Nonverbal Communication’ and ‘Interpersonal Communication’ present a wide array of standalone opportunities for exclusive research endeavors.

- Further, the current research has attempted to draw attention to a term ‘Professional Effectiveness’ which hasn’t gotten the due importance it deserves as a discrete concept. Even if not qualified for being a pioneer work in the conception of the term, the study can certainly be credited for a work contributing progressively in conceptualizing it. Future researches can take this baton forward and bring this term and concept into the mainstream of management thought and managerial practice.

- The types of communication can further be subdivided into categories (like Verbal into oral and written, Nonverbal into Kinesics and paralanguage, Interpersonal into reflexive and relational) and dependent variable can also be broken into its constituent
elements (like relationship effectiveness and task effectiveness); and then the further studies can explore the interplay between any of the combinations of such variables.

- The models conceived and presented under the head of ‘suggestions’ are a major original-contribution of this research endeavor. It is a work of knowledge, intertwined with observation and intuition. They have stood true to their merit in terms of practitioner’s perspective. Yet, the academia and the research-fraternity have to discuss them threadbare further to bring more factors to light or to prove their validity from the new standpoints.

**Implications for Organizations:**

- It is a misnomer that communication skills are important only in context of the departments or functionalities which are closer to customers. And in fact, even if this notion is respected, the concept of customer has to be extended from only ‘external customers’ to the ‘internal customer’ (employees). As a result, the research – with its results showing a significant impact of communication skills on professional effectiveness even in the conventionally-considered non-customer-interface functionalities – initiates a need on the companies’ part to train its employees (specially managers) in the relevant type of communication skills.

- One of the contributions of this research endeavor has been the scales developed to measure both the variables. They can be of immense benefits in the areas of HR dealing with ‘Competency mapping’, ‘performance appraisal’, ‘promotional interviews’ and other relevant ones. They can be utilized for not only measuring the qualities but also to shape the orientation or induction programs specifically focusing on the overall grooming of the person for ‘professional effectiveness’ right at the outset. This would help the companies know what to look for or towards.
Implications for Education-fraternity:

- Education fraternity and that too specifically the management-education fraternity (B-schools, management consultants, training enterprises etc.) has to start treating ‘communication skills’ less as a generic term and more as a term with defined constituent-elements. This would reduce the prevailing vagueness associated with the usage and treatment of the term.

- Management authors (and speakers) have to don a sincere and momentous responsibility to take ‘interpersonal communication’ into mainstream. There has been an exaggerated focus on verbal and nonverbal communication, and the interpersonal communication has been seen more in context of relatively softer echelons of ‘team building’ and ‘leadership’.

  This has done more harm than good because interpersonal communication is more like an undercurrent that flows subliminally whenever there is a discussion about verbal or nonverbal communication. In fact, it is what verbal and nonverbal communications are eventually serving towards. So, interpersonal communication – which has a less yet a very ‘focused and rich’ research-base – should be talked more at the popular levels.

- B-schools, both in terms of their syllabi and pedagogy, have dealt with the nonverbal communication only at a superficial level (at best getting down to only Kinesics). These institutions in a way shape the workforce of tomorrow and thus the culture of the organizations. That’s why, the time is ripe for these institutions to get into the nuances of nonverbal communication and pass on their working-knowledge to the professionals of tomorrow.

- ‘Communication skill’ isn’t merely a term belonging to management lingo. It could easily qualify to be a member of the jargon of any other behavioral science. This triggers a need that the education fraternity should start bringing the psychological, sociological, socio-psychological, philosophical and other points-of-view to the training on communication skill. This would not only enrich the content of the education but would go a long way in influencing the effect.
Implications for Society:

- All organizations are eventually called as social entities. They cannot be seen in isolation, without seeing their connection with populace and the society at large. Similarly, a research endeavor taken up in the premises of management arena shouldn’t necessarily remain confined within it. Specially, when that research deals with a term like ‘communication skills’ which is not just a ‘means of working’ but a ‘way of living’.

It fuels each social interaction and finds its role everywhere. Thus society (or even an individual unconnected to management) has to sit up and take notice of the importance of being communication-literate. With zillions of words, gestures, expressions and interconnections exchanged at roads, trails, homes, parks, functions, occasions and what not, it becomes important to take responsibility of ‘doing it right’ rather than just ‘doing it right away’!

- For that matter, even ‘Professional Effectiveness’ at the end of the day is not just about profession. On closer observation you would find a strong congruence between the qualities of an ‘effective professional’ and traits associated with an ‘effective citizen/individual/person’. Thus, as the relevance of communication is established in context of the professional effectiveness, the study’s effects can be seen and applied in the general context as well; thus helping create more effective individuals.
Limitations of the study:

“Any research with its limitations in terms of setting, scale and orbit, creates a logical next step for researches of nature similar to this one but outgrowing its constraints.” And that’s why, when interpreting these results it is important to recognize the limitations of this study:

First, it should be noted that the research does not intend to suggest or indicate causation. The exploration of these constructs is relational in nature and is intended to serve as the groundwork for future studies examining causation. Based on the findings, controlled experiments should assess whether causation exists between the variables examined here.

Second, the research focuses on studying the impact of two chosen variables. This doesn’t rule out the impact of other such possible independent-variables on the dependent-variable chosen in this backdrop. That’s why it is important to put things in the right perspective while interpreting the results.

Third, the sample was limited to a particular geographical area thus the findings of the current study should be cautiously extrapolated to the professionals of the other geographical areas. Every study is a function of the demographic heterogeneity and thus it is crucial to see its results in the context it was placed in.

Fourth, the study was conducted taking respondent’s own perspective of both the variables. Operating from that standpoint has its risk of getting narrow or one-dimensional inputs. However, future research would benefit from deeper examination of professionals’ supervisors’/Reporting Officers’ perspectives pertaining to the aspects.