

Urban Governance and Development Management
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Lecture - 55
Communication Skills

Welcome to Lecture 55. In this week, we have started discussing few elements of your competences, which will enhance your performance at the organization level and also personal level. So, those competencies we have discussed in the first one or two lectures in this week and in the last lecture, we have discussed that effective negotiations. How effective negotiation can solve lots of problems?

And what are the skills and competencies and preparedness required at the negotiation at the personal level and also at the group level. Today, we are going to discuss another very important aspect of the organizational and personal effectiveness that is the communication skills. You know that communication skills is a one of the very important skill, which is essential for the city managers, who are working at the local level or any organization of the urban government.

So, under this lecture we will see, what are the basic elements? So, we will see the significance of the effective communication.

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Contents

- ❖ Significance of Effective Communications ✓
- ❖ Types of communications ✓
- ❖ TA theory in Communications ✓
- ❖ Effective Listening ✓

Writing Skills:

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We will start with this element. Then, the types of communications, we will do in the office or in the work place. And to understand in a better way, we will understand, we will discuss our theory which is called transactional theory, for which is required for the communication and also we will discuss some amount of effective listening and also, we will just mention the writing skill, how and what are the silent feature in the writing skills. That also I will mention in this lecture.

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The slide is titled "Significance of Communications" in red text. It contains a bulleted list of communication types with handwritten red annotations:

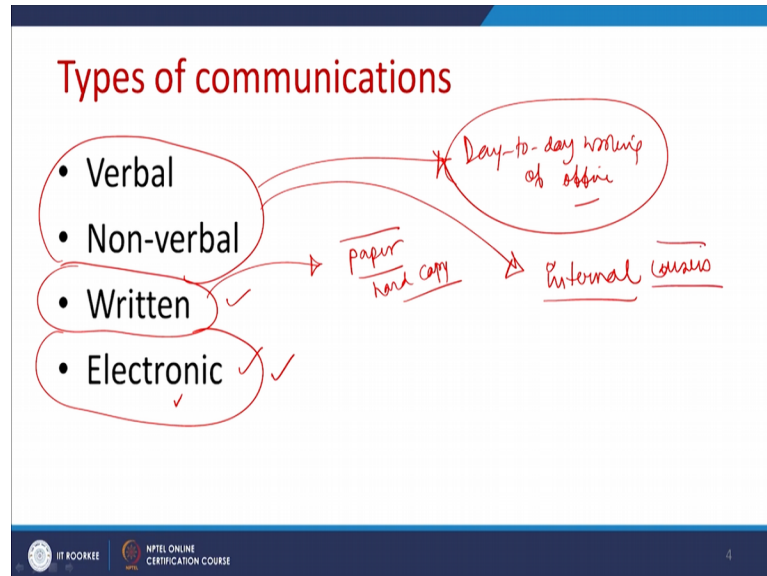
- Information ✓
- Education ✓ *announcement*
- Advice ✓
- Warning
- Order
- Raising morale - *declarative announcement*
- Suggestion ✓ *Person Group*
- Motivation ✓
- Persuasion

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So, the effective communications are done with the objective of some times, it is an information. In the office or the organization, we send the communication for giving the information or education. Sometimes, we get the notification or we get the information for educational or awareness reason. It can a advice. We can get return instruction from the office or from the higher authorities as a advice, which is advisory role.

It can be a warning, it can be a office order or simply notification, it can be kind of common undertaking or common declaration. It can be a declaration or announcement, which could raise moral of the people. It can be a suggestion, which we do person to person or to between the groups or it can be a motivation, again, it can be persuasions. Sometimes, we do communicate to persuade some project, persuade some approval in the office and so on.

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There are various types of communication the first communication is the verbal. The way I am trying to reach you through only the verbal communication and it is the education and the awareness, which is the basic objective of the NPTL code. So, here basic communication mode is verbal and also there are return communication in terms of codes materials and everything else we are giving.

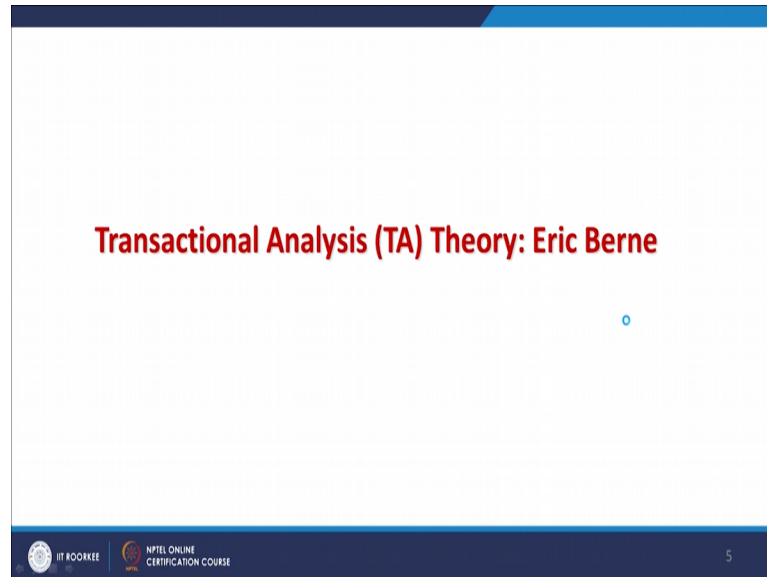
So, in actual practice also in your office or in your work place, you have verbal and also nonverbal communication, which is expressed through our gesture, posture or the body language and other than that, there could be return communication in terms of the later, in terms of the notification, declaration, in terms of the rules, regulation, order, disorder, etc.

And apart from that there could be electronic mode of communication in terms of the E-mail communication, online sharing; all types of communications are there. So, usually in official purpose, we use written communication as an authentic communication mode and, nowadays electronic communication like E-mails. Also we depend on electronic communication because written communication mostly dependent on the paper mode or the hard copy mode.

We usually discourage the hard copy mode of written communication. So, we depend on the electric communication, when we do some written communication. And verbal and non-verbal communications are most important, which helps us in day to day working of office. So, in this

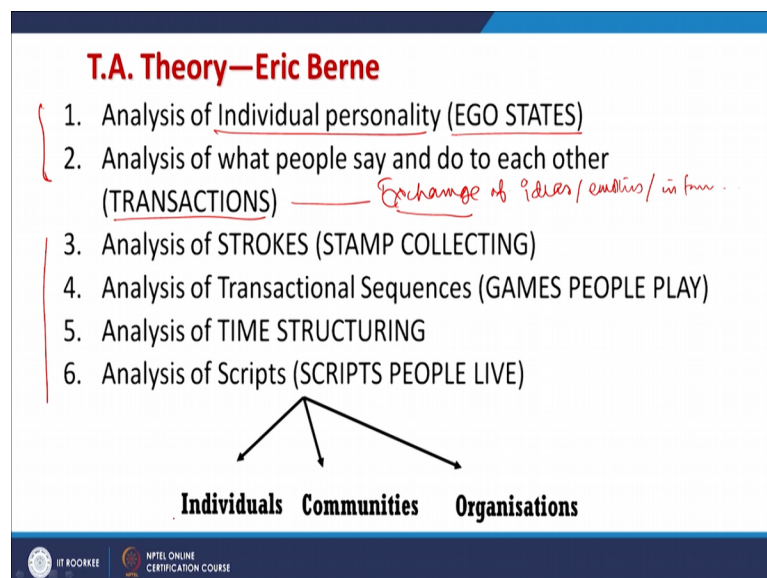
verbal and non verbal communication, we will see that in this communication, what are the internal causes and the factors, which make a communication successful or not successful. So, this is very important.

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So, I would like to share one theory, which is called transactional analysis theory. In short, it is called TA theory. It is given by one scholar called Eric Berne. So, I will discuss some of the aspect of this theory, so that you understand that how a communication takes place? And what is the basis of that communication? On which, the communication become successful or not successful?

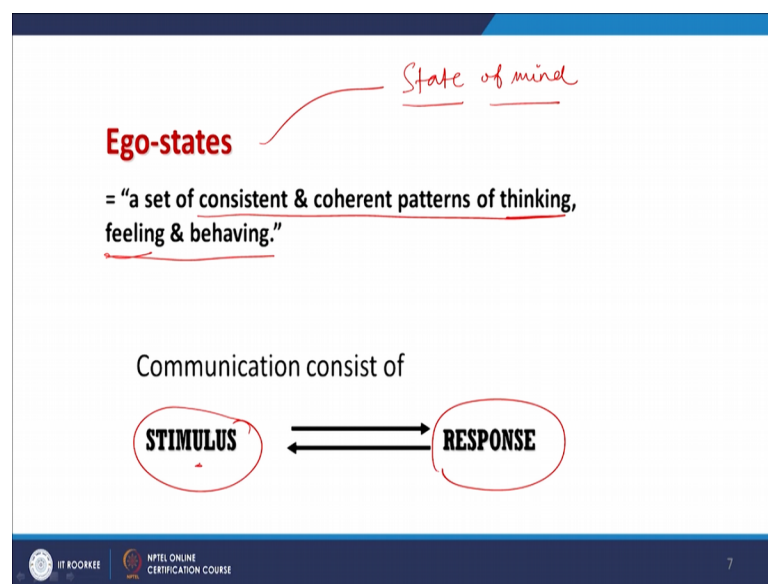
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So, as per this theory it says that every individual personality having some ego states from which ego state they transact or try to speak or try to express their ideas and those exchanges are called transactions. So, transactions are basically exchange of ideas, emotions, information, etc. and there are various other elements like strokes, games, etc. So, we are not going to do all this in this lecture.

We will just mention these two, so that you can understand. And these are applicable at the individual level, community level and organization level as well.

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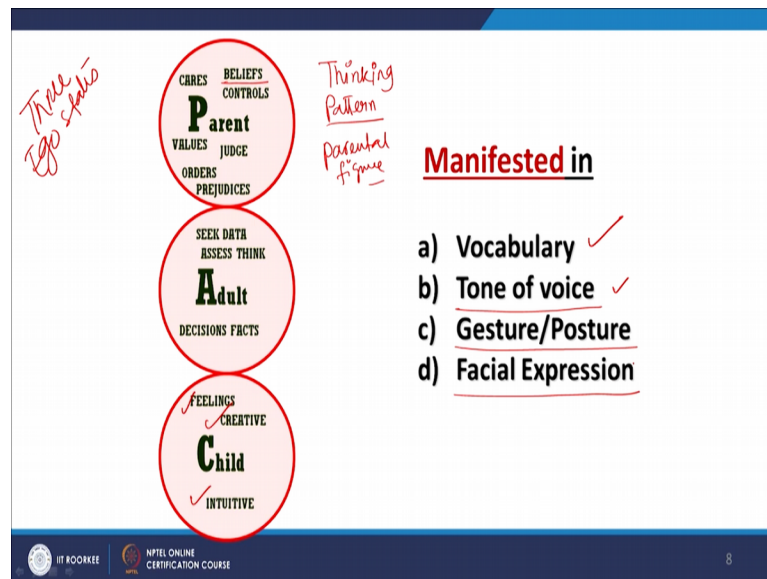


Now, in this theory, basically it is based on the concept of ego states. Ego states is nothing but the state of mind from which we talk. For example, the state of mind, which I am having right now, the state of mind, which I will be having during the week ends during I take my family to some holiday will be completely different and same to you. Whenever you work in office the state of mind and when you spend time with your friend and relatives are completely different.

So, ego states are defined as the state of mind and it is defined as a state of consistent and coherent pattern of thinking, feeling or behaving. So, if you see the key words the thinking, feeling and behaving. So, starting from the state of mind that is thinking, it is the own feeling and the behaving that is we are trying to interact with the people or the community. And based on the ego state, communication consists of two things, one is response and one is stimulus.

Stimulus is what you get from the environment and response is that what we return to that stimulus. So, these two things you should remember, I will come back again to this term. So, stimulus is basically what we get it can be a written communication, verbal communication, non-verbal communication. And in return verbal, non-verbal communication and that is called as a response.

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And as per this theory, they are dividing the ego state into three complete different ego states and they are calling it parent, adult and child. It is very interesting to know that these are the three different ego states they are identifying. Now, let me tell you one by one that what is the difference between three ego states?

Now, the parent ego states are defined to have the belief system, which we have from the very childhood, the care which we learn from our parents, the controls which we follow or which we learn from the parents or the parental figures, judgment or taking judgment and opinion on any subject, any phenomenon, any events, precedes, which we inherit or we develop during our course of our life and value system, which we learn from our parents. That is why it is called parents.

So, the thinking pattern, which we get basically from the parental figure. So, here the parental figures means mostly the father and mother and at the age of 15, we develop all these elements like cares, beliefs, controls, values, judgment, prejudice and apart from the parents, we also learn many things from our grandparents, because they are also parental figures. In some cases, if you are brought up in some other situation, like say orphan home or some residential school, you learn many things from your teachers or the guidance. So these are also parental figures.

So, whatever we learn and follow in our life, in terms of cares, beliefs, controls, etc. those are termed to be as parent. Second is that when we try to understand or seek data or information or assess to, try to think something, analyse something or we take a decision based on some fact. So, those are termed as the adult ego status. So, adult ego status is basically all related to information data analysis and the reality of the world.

It does not include the elements like care, beliefs, emotions or order, prejudices, value system because those are thinking sets, which we inherit from the parents. But adult is the kind of, like for example, I may try to get the data about today's weather, I may try to get the data about weather, information about some traffic and transportation or some journey or some particular course.

So, when I seek data, when I try to analyse data to take some decisions, those qualities or those actions are included in the ego states, which are defined as adults. Now, I do not know what is the reason for giving this type of names, but the names are interesting and it is distinctly different ego states and the thinking at the mind state. So, after parent and adult, the third is the child ego states.

The child ego state consists the feelings about anything about internal feelings, second is the creative aspect of our mind (()) (12:20) aspect of our mind by which we try to explore new things and try to innovate new things. So, this feelings, creation, innovation and intuition. these are the aspects of the child ego states. And if you see very carefully the parent ego states, adult ego states and child ego states, in the child ego states these are basically emotional aspects, which is included in the child ego states.

So to summarize the parent ego states will have all the learning in terms of the controls, cares, judgment, the order everything prejudices from the parent. Adult ego states is basically informative and photographic. It tries to analyses everything and try to understand learn everything from the reality and child ego states is basically expression of our own emotions, expressions of our creation and the intuitions. These are distinctly different from the adult and the parent ego states.

Now, in communication, in official and our social communication, these are manifested either verbal, non verbal or any other kind of communication skills. So, those are like, it is manifested in vocabulary that is verbal communication. It can be manifested in hyper voice or tone. It can be manifested through typical gesture, posture or facial expression. So, I will just show you that under each ego state as what kind of vocabulary tone, gesture, posture, facial expression are involved.

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Parent

CARES BELIEFS
CONTROLS
VALUES JUDGE
ORDERS
PREJUDICES

Gesture/Posture-
Pointed finger, shaking head, arms folded on chest, tapping feet/fingers, rolling up eyes, snorting, wrinkled nose;
Hold/rock someone, pat on back, bless.

Facial Expression-
Frown, scowl, smile encouragingly, set jaw, out-thrust chin, look down the nose with raised eyebrows

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Just have a look of all those, I start with the parent ego states. These are some of the vocabulary you have a quick reading. So, if you follow the words, the words will tell you that these are controlling in nature or caring in nature. You can see one sentence also as an example. And these are the some of the words which we speak when we speak from the parent ego status. The tone could be compiling with the vocabulary.

It could be loud, harsh; it could be punishing, sympathetic, all this kind of tone will be there. Similarly, the gesture could be like pointed fingers, shaking head so many gestures, postures are involved in the parent ego states. Similarly, the facial expressions are also there. I could not get the actual facial expression or the graphical representation, but I think you could understand from this or in later, also you can try to see some graphical representation.

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Emotions

SAD, MAD (angry), GLAD, SCARED.

Vocabulary:
Wow, give me, I want, MINE, I wish, I'm
scared, help, show me, protect me, I
love..., No, I won't, I hate..., Never.

Tone:
giggle, chuckle, whine, swear, yell, fast &
high-pitched, wheedling, whistle, playful,
ask permission.

FEELINGS
CREATIVE
Child
INTUITIVE

11 11

Similarly, for the child ego states, the vocabulary will be like, these are the vocabularies - wow, give me. You can just see the words. So, if you see the words, basically child ego states is all about the human emotions and when you see the human emotions, there are basically it can be emotions of the sad or being angry or being joyful like glad or scared that is fearful. In the tone, it could be different type of tone distinctly different from parent ego states, which will express the emotions.

It can be sad emotion or joyful emotion but the sole and vocabulary will be distinctly different.

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FEELINGS
CREATIVE
Child
INTUITIVE

Gesture/Posture:
slumped, curled up, putting up hand to ask question, stick out tongue, wring hands, scratch head, nail-biting, skipping, throw tantrum, squirm, throw up arms.

Facial Expression:
tears, pouting, downcast or uplifted eyes, tilted head, wide-eyed, fluttering eyelashes, flirtatious, admiring, snarling & angry, helpless, spiteful, glum.
cf. William Golding: *The Lord of Flies*

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In the gestures and postures, the gestures will be softer, not very rich tone like the parent ego states. The facial expression will also be different. It can be tears or expression of the eyes or your head or various different type of expressions. So, these are also different from the parent ego states.

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SEEK DATA
ASSESS THINK
Adult
DECISIONS FACTS

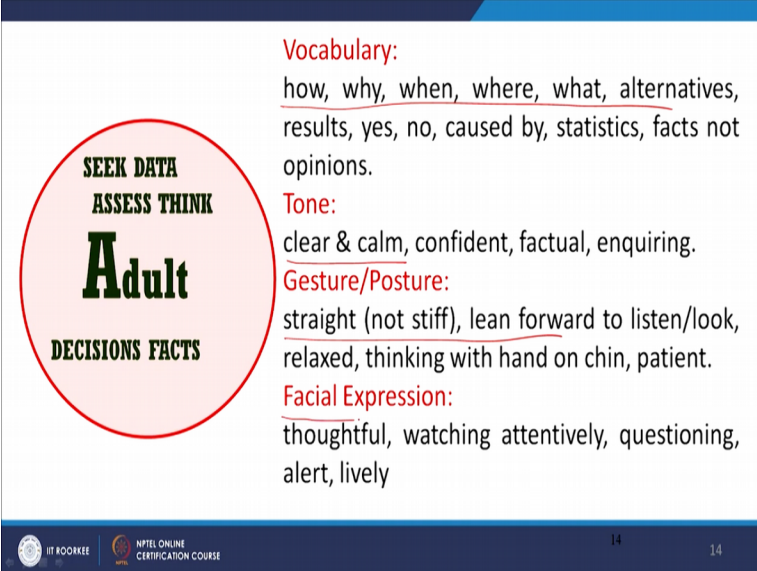
- ⇒ What was the problem ?
- ⇒ What were the physical surroundings ?
- ⇒ What were your thoughts ?
- ⇒ What was your body language ?
- ⇒ What did you decide ?

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Next, let us see the adult ego states. In the adult ego states, it is basically the ego states, where people try to understand, try to analyze and try to make decisions of the life. So, they make questions - what was the problem? What is the internal problem? What is the inner critical problem? What is the physical surrounding? What was your thought? What is your body language? What did you decide?

So, if you see the set of questions, these are basically, we generate this type of questions at insides for any events, any phenomenon or any person.

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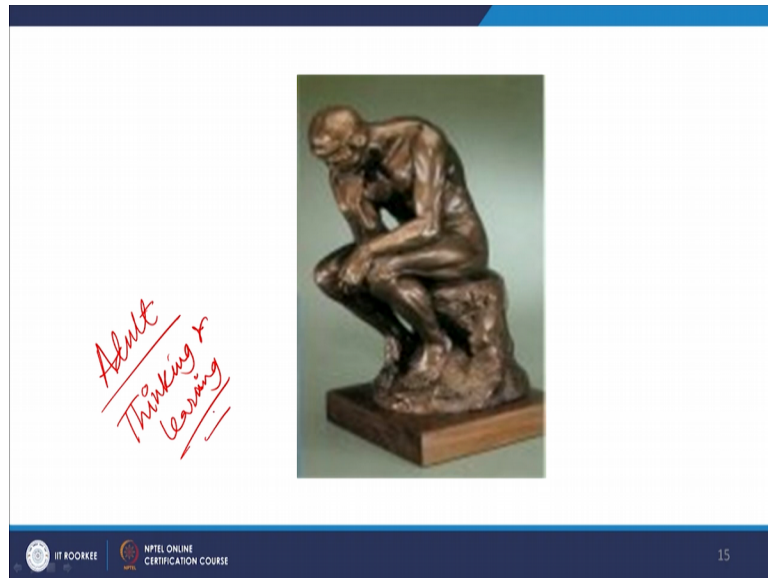


The slide features a central graphic on the left and descriptive text on the right. The graphic is a light pink circle with a red border, containing the text: 'SEEK DATA' at the top, 'ASSESS THINK' below it, 'Adult' in a large, bold, black serif font in the center, and 'DECISIONS FACTS' at the bottom. To the right of the circle, the text is organized into four sections, each with a red heading: 'Vocabulary:' followed by 'how, why, when, where, what, alternatives, results, yes, no, caused by, statistics, facts not opinions.'; 'Tone:' followed by 'clear & calm, confident, factual, enquiring.'; 'Gesture/Posture:' followed by 'straight (not stiff), lean forward to listen/look, relaxed, thinking with hand on chin, patient.'; and 'Facial Expression:' followed by 'thoughtful, watching attentively, questioning, alert, lively'. At the bottom of the slide, there are logos for 'IIT ROORKEE' and 'NPTEL ONLINE CERTIFICATION COURSE', along with the number '14' in two locations.

Similarly, it will be expressed through the vocabulary like how, why, when, where, what all these are. So, 5 W and H. So, these are the basic vocabularies for the adult ego states. In the tone, tone will be clear and calm. For example, now I am expressing the lecture from the adult ego status completely, because my tone is clear and calm. I am trying to give some information and I am trying to seek some information, trying to raise some questions, so that you can understand something better in this subject.

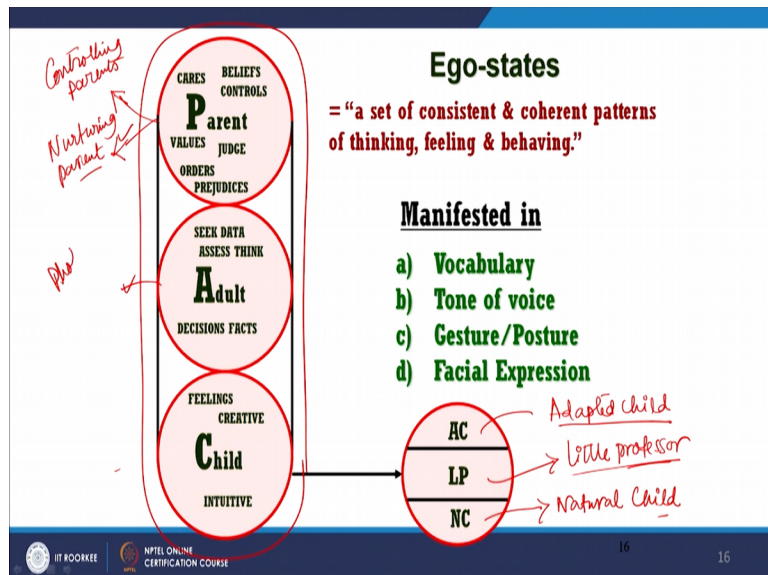
So, this is typical example of an adult ego status communication. From the gestures and posture it will be straight lean forward. So, gesture and postures and facial expression are completely different that the parent and child ego status.

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I hope you got some example of the parent, adult and child ego status. Now, adult ego status is the symbol of thinking and learning. That is how we think and learn in our life and our organization also.

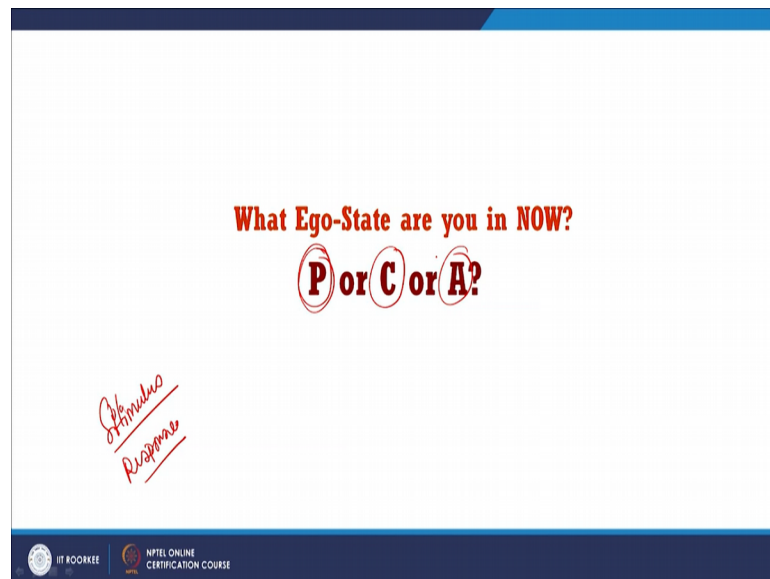
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Now, to summarize, these are the three ego states together and this three ego states are expressed together to represent one person's mental ego state. They have also distributed or divided each ego status in different subsets like, parent ego status are called as controlling and nurturing. Similarly, the child ego status is also divided into AC, which is adapted child, where a child tries to adapt with the situation and the environment.

LP is called the little professor. The name is very interesting because they have given this name, the meaning of the little professor is that the mental state of the child, which tries to explore something, to create something, to innovate something and hence, it is the natural child. And in the adult they have photographic adult, where we see and try to learn everything and another is the analyzing or it tries to analysis the data and try to take a decision. So, these are the subset of the every ego state.

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Now they are saying that we communicate from the particular ego set and that it is stimulus and the response also will come from another ego set. So, the stimulus and response will come from particular ego set. Either it will come from the parent, child or adult. And it can be different like stimulus and response could be different. I will show some examples so that you understand how the communication takes place.

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Transactions

3 types of Transactions → *Communications*

- (a) COMPLEMENTARY ✓
- (b) CROSSED ✓
- (c) ULTERIOR ✓

linked to 3 Laws of Communication

So, based on these exchanges, there could be three types of transaction and this transaction will lead to three types of communications. So, first one is the complementary, second is crossed and third is the ulterior. So, these three transaction are linked to three laws of the communication that I will discuss now. Let us see some of the example.

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1 S: Unions are getting too powerful!
R: Absolutely! What'll happen to this country?

2 S: What time is the meeting?
R: At 3 P.M. today

3 S: Let's have another coffee before going back to office.
R: Sure! The coffee is really good!

Complementary Transactions
Transactions are appropriate, expected, simple. Lines of communication are parallel (only 2 ego states involved)

Judgment/Opinion

Emotion/feeling

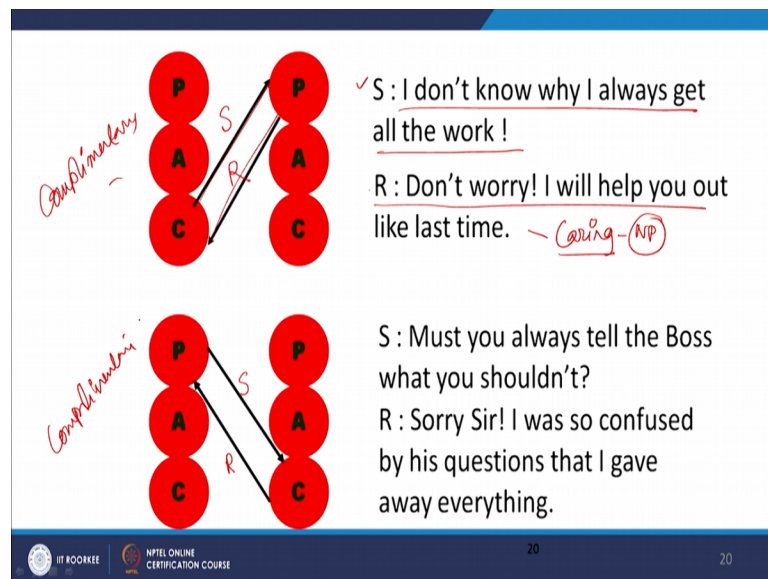
So, example 1, this is the ego state of one person and this is the ego state another person and this is the communication, which is taking place. Now, if you see in this communication that these two persons are talking about the unions and it is the discussion is basically judgmental or opinion based. These are neither information neither this is the expression of the emotions. So, this is basically stimulus is also from parent to parent and response is from parent to parent.

See the second example. In the second example, it is the exchange of the information, what time is the meeting? It is 3 P.M. So, it is the exchange of the information. So, it is the exchange between the adult to adult. See the third example, just read the communication, you will understand. So, it is the expression of the emotion or the feeling and I told that emotion and feeling is basically child ego status. So, stimulus and response both are from child ego status.

And these type of ego transaction are exchanges, where the same ego states are involved that is generating the complimentary transaction and here, the complimentary transactions are appropriate, expected, simple and lines of communications are parallel. So, that is why this is called complementary transaction. If you see the diagrams, the transactions are parallel. Nowhere it is crossed or crossing each other.

That is why it is the communication law one, which is termed as complimentary transaction and this transaction will continue.

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Second, if you see this different examples, ok. See this examples, here the transaction is between parent and child. See this stimulus, so this question is basically this one, response is this one, so stimulus is from child to parent. A child expresses her inability or to do the work and response is that is caring. Do not worry, I will help you out like last time, so it is caring. And caring means it

is basically, not studying parent, in short, it is NP. Therefore, here also the same ego status is involved for the stimulus and response.

So, therefore it is a complimentary transaction. Same with this example, just have a look. Here the stimulus is from the parent to child and response is from child to parent. Here also this will be complimentary.

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Communication Law 1: When lines of transactions are parallel, they are complementary, the communication is open & likely to continue.

↓
Friendly Situation

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So, this complimentary transaction gives the birth of communication law 1. I will just read out the law. When the lines of the transactions are parallel, they are complementary, the communication is open and likely to continue and this type of communication, generates the birth of the friendly situation and because it is a very healthy communication, because lines are parallel and it is happening between the similar same ego status.

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①

S: What is the time? (A→A)
R: Must you always be in such a hurry? (CP→AC)

②

S: Why had you to say everything to the Boss?
R: Look here! What I said was the truth & he had a right to know it. CP→AC; CP→AC

③

S: There is an emergency here so I can't come for dinner. (A→A) — Informative
R: You never have time for me! (C→P)

Crossed Transactions

unexpected, inappropriate response, not from the ego state addressed

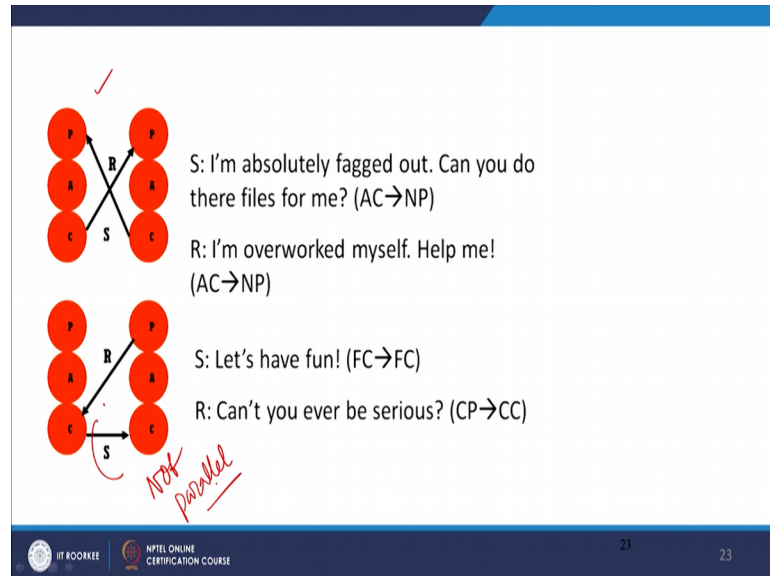
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Now, see this example. The stimulus is basically adult to adult, because it is asking for the information, but the response is from parent to child, because it is somebody scolding somebody, because of being late. So, here in this case, in this example, you could see that the communication lines are crossing each other.

In the second example, you see that somebody is trying to comment on something that why had you to say everything to the boss? from parent to child and another person is trying to give the response from parent to child also. So, here also the lines of communications are not parallel, it is crossed. See the third example. This is an information stimulus and response is basically from the child to parent. Probably, this is a communication between husband and wife. So, you can see that it is a crossed communication.

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In this type of communication, we will see few more examples. Here, it is a cross transaction and here, even it is not cross, but it is not parallel. So, these type of transactions gives another communication law. I just read out for you. When the response is not from the ego state addressed or is to a different ego states lines of communication cross and communication stops, noise may go on. That means there will be noise, there will be differences, there will be conflict and communication cannot continue.

So, our objective is to convert the cross communication to a parallel communication. That means from the cross transaction till the complimentary transaction.

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Communication Law 2:

When the response is not from the ego state addressed or is to a different ego-state, lines of communication CROSS and COMMUNICATION STOPS (*noise may go on*).

Can you change them to parallel? Give alternative responses to each.

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So, that is why I have written can you change them to parallel? Give alternative responses to each. In your own time, you can try to convert the cross transaction or cross communication into parallel communication.

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Ulterior Transactions

Complex (more than 2 ego states). Hidden meaning

①

S: This is a complicated report. Let us discuss it over dinner in a restaurant.

R: Yes, we can concentrate away from this filthy office

S--(hidden): Let's enjoy ourselves at govt. expense.

R--(hidden): Great idea!

②

S: Here's the report , only a day late.

R: Thanks. Just missed getting the credit as Govt. has been told.

S--(hidden): I know I am a bad boy!

R--(hidden): Here's the kick you deserve!

Exposed

Understood Hidden

25

Third one, just see this type of transaction. So here in this example 1, you can see that somebody is asking somebody, which seems to be information. But what is they representing or telling they have a hidden meaning. The hidden meaning is the transaction between child to child. So, hidden transaction is written in green color, so that you can understand and the response is coming from the same child ego status which is not expressed which is hidden, which is untold.

So, here more than two ego states are involved one is expressed and one is unexpressed. Similarly, you can see the second example. This is the expressed communication and this is the understood communication or hidden communication. So, here also you can see that two states of communication are there one is expressed, one is not expressed.

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Communication law-3:

In an Uterior transaction, the outcome depends on the hidden, psychological transaction.

** two ego states parallel*

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So, this type of communications, where you say something and you mean something, which you are not telling, but which is and the other person also understanding the hidden meaning and they are responding to the expression and they are responding in such a way, so that responding whatever I have said and they are responding without telling the answer, they are meaning that ok, some response is there. So, both kind of expressed and unexpressed, both kind of communications are there and this is called ulterior transaction.

So, ulterior transaction basically is the outcome of two ego states. It can be parallel or crossed, both can be there. But the effectiveness or the utility depends on the hidden or psychological transaction. It can be bad, it can be good in a team, when people work in a term and they have, they use ulterior transaction for better benefit. But in some cases, ulterior transaction also could be bad. So, use ulterior transaction judiciously, whenever it is required.

But, definitely cross transactions are not expected in official situation or organization or also in personal front. So, having said that I would like to say that in verbal and non verbal communication, here I could show only the verbal communication part, because the non verbal communication is not possible to show. So, out of the communication law 1, 2, 3, definitely the complimentary transaction and the ulterior transaction, which we should use judiciously, where as the cross transaction should be discouraged.

Now, I like to mention some amount of significance of the listening skill. Now, whatever we speak, whatever we communicate written or the verbal, it depends on our understanding of the situation, understanding of the stimulus and based on the understanding, the quality of the response depends. That is why effective listening is very much important. If you do not listen anything carefully, you cannot respond. So, what are the effective listening tips or what are the effective listening skills, which are required to be considered or kept in your mind.

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Effective listening

- ❖ Face the speaker and maintain eye contact.
- ❖ Be attentive, but relaxed.
- ❖ Keep an open mind.
- ❖ Listen to the words and try to picture what the speaker is saying. → trying to say.
- ❖ Don't interrupt and don't impose your "solutions."
- ❖ Wait for the speaker to pause to ask clarifying questions.
- ❖ Ask questions only to ensure understanding.
- ❖ Try to feel what the speaker is feeling.
- ❖ Give the speaker regular feedback.
- ❖ Pay attention to what isn't said—to nonverbal cues ← not told

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So, just I am reading out. Face the speaker and maintain eye contact. So, eye contact is very important in a listening. Be attentive but relaxed, do not be anxious to hear them or do not start thinking about something or do not try to think about the response or answer of the questions or what you are listening. So just listen, keep an open mind. It can be a criticism, at times. May be the other person is criticizing you, but be an open mind and let him complete, whatever he wants to say.

So, being an open mind try to listen the whole thing. Listen to the words and try to picture, what the speaker is saying and at the same time, what the speaker is trying to say. So, both are important to understand. Do not interrupt and do not impose your solutions in between the listening. Wait for the speaker to pause to ask clarifying questions, ask questions only to ensure understanding, if you do not understand anything, you can stop definitely and then, ask the question for the better clarification. Otherwise it is not desire to stop any conversation.

Try to feel what the speaker is speaking. So, it is important that the speaker is expressing something from his own feeling, just now we have talked about the ego status, may be he is expressing some incident of the accident, but he is expressing his feelings of sadness. So, your expression and you have to try to feeling of the other person. So, in that method you can achieve the effective communication and effective listening.

Then, give the speaker regular feedback about whatever you have listened and pay attention to what is not it said to the non verbal queues and as I have told what is not spelt out, what is not told. That is also important to understand in every situation. So, please try to improve your listening skill and if your try to improve your listening skill, you can also improve the communication skill.

Lastly, I would like to give some more points that in official situation in your organization, often we write the make the written communication for making letters, making orders, notification, etc. So, what are the salient points you should keep in your mind for the written communication skills, that I would like to mention.

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Written Communication Skills

- ❖ Less is more: Precise and to the point expressions
- ❖ Avoid jargon, use simple and direct words
- ❖ Write once, check twice.
- ❖ Pay special attention to names, titles, and genders. - *Sensitive*
- ❖ Save templates.
- ❖ Be professional, not necessarily formal.
- ❖ Remember the 5 W's (and the H)
- ❖ Call to action. → *and up in actions*
- ❖ Don't give too many choices.
- ❖ What's in it for your readers?

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First is the, your writing content will be precise and to the point expression, so less is more. You should avoid jargon, use simple and direct words and you write once and check twice, so that

whatever you write is errorless or minimum errors. Pay special attentions to the names, titles and gender, the reason is that people have sensitive about the names, titles and genders. So, if you make mistakes in making such names, titles and gender, he will invite the trouble for you.

Save templates, sometimes we make multiple letters, multiple written documents, so for that we can make standard templates and as when required we can use that template for the future generation of the written communication. Be professional, not necessarily formal. Remember the 5 W's that is the why, where, when, etc and also H how. Call to action your written communication skill should detect should end up in actions.

The actions could be from your sides, actions could be from the other side, where you are writing letter or the notification that is what exactly you are seeking to from this written communication. Then do not give to many choices, if you write written communication like letter, do not bring too many issues and too many expectation or to many subject in one letter. One letter should contain ideally one subject or one action, which is required from the other side.

What is in it for your readers? So, apart from the letter we some time make notifications, reports, etc. where there could be several ideas, several contents, several subjects. So, what exactly you are bringing in for your readers, like for example in the course, also we are also going to give some written communication for you. We are going to give the lecture notes, so that you get little more ideas, more examples, more reference readings, etc.

Similarly, when you make return communication with your subordinates or with your superiors or with other organization, do not forget to give additional references, additional information may be in terms of annexes, appendices, etc. But your main communication should be precise, so that it can reach to the target and with in specific request of action. Those kind of written communication is required.

So, please see the written communication which is there I your office and try to differentiate that good communication and bad communication. What is a good communication based on these criteria? So, with this we would like to summarize today's discussion.

Today we discussed about the communication skills, which is very important in day to work in our organization and we told you that the communication can be verbal, non verbal, written and electronic communication. Usually, we use written and the electronic communication for the official purpose, when we need a record for the transaction or the communication and the verbal and non verbal communication is required to work in a team in day to day basis.

And then, we tried to give an idea of the theory of the transactional analysis, which is given by Eric Berne. This idea is the back bone or the basis of the transaction or the communication. We have learnt three rules. Communication Rule 1 is that we learn that when the communication is met from the same ego status and the communication lines are parallel. Then, it will be termed as the complimentary transactions and before that we also discuss the ego status.

We have three types of ego status - parent, adult and the child. And then we discussed, if the transaction or the communication lines are not parallel and crossed, this communication will not continue, it will bring conflict. So, this kind of communication is not desired in the organization and the personal level. Third, we have seen that ulterior transaction. In that, ulterior transaction where there is more than two state of communication is happening together one is expressed and one is unexpressed.

Ulterior transaction can be used as judiciously as a when required, but mostly the complimentary transaction, where the parallel communication lines are there, which I showed in the discussion, which is required. Then, we discussed the effectiveness and the significance of the listening skills and we discussed silent criteria and silent methods for good listening.

And in the last, we have discussed about the written communication, in the day to day work in your office or otherwise also the written communication is important, your written communication should be precise, short and simple, without jargons and with all the information. Ideally one written communication, where you are writing may be you subordinate, may be your superior it should contain one subject, so that you can indicate some actions required, after this written communication.

Having said that, I would like to conclude to days' lecture, next lecture will be on time management. That is very important I will emphasize the basis structure of the time management and for the city managers, all the time management is important. That also, I will discuss in the next lecture. So, thank you very much for attending this lecture.