

intentions clear, failure to listen, lack of followup, failure in keeping promises, professional jealousy, and failure to seek responses contributed significantly to the effectiveness of communication.

Some of the specific factors affecting communication are presented below:

Differential Perception

Individuals tend to understand and interpret the same facts in different ways. The receiver of the messages sees and hears them on the basis of his/her needs, motivation, experience, background, and a host of other personal characteristics. It also depends on the kind of perception an individual may have about the communicator. If an employee believes that his supervisor is not very competent, chances are that little of what the supervisor says would be taken seriously. The famous line from George Bush, former US President, '*read my lips*' is a good example of this realisation.

Filtering

Since individuals are exposed to multiple stimuli it is almost impossible for them to respond to all of them. Selection of a particular stimulus is therefore imperative. Only those stimuli in the environment will be selected and responded to which will meet their needs, fulfil their expectations, and be in conformity with their perceptual framework.

Stereotyping

Stereotypes refer to our impressions about individuals who belong to a certain group. We have certain impressions about a class of people and when we meet someone belonging to that class, we tend to perceive the person as having the same characteristics as the class he/she belongs to. In order to simplify the complexities inherent in reality, individuals tend to classify people and events into category according to perceived similarities. This categorisation enhances predictability of one's own as well as other's responses. For example, most people have stereotypes about gender, caste, community, and so on, and use them to treat an individual in the same way they would treat an entire group.

Halo Effect

It involves judging a person or an event by a single trait or characteristic—such as sociability, intelligence, or appearance. The dependence on any one of these traits or characteristics tends to bias our judgement about the total personality. If a supervisor values punctuality and if a particular subordinate is very punctual but not very effective in his/her work, the supervisor would still tend to rate this employee as very good. Punctuality would radiate to the total individual behaviour. Once a person has formed an opinion of another person based on a single trait, he is likely to see that person in the same light only.