COMPONENTS OF COMMUNICATION MANAGEMENT IN CIVIL SOCIETY ORGANIZATIONS

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Motto*: The volunteers are more and more trained people, specialized in management or other activities. They are not satisfied with the fact of being helpful. They are knowledge-based workers where they earn their living and want to be knowledge-based workers where they offer their support to society as well – in their volunteer work.*
(Peter F. Drucker)

Abstract

In a complicated and challenging social context, marked by numerous difficulties and insufficiencies, the participation of civil society (through different components and recovery projects) proves to be beneficial and urgent. Psychological, sociological, managerial and communicational elements collaborate on the reconstruction of an environment based on trust, transparency, solidarity and responsibility. Support groups consisting in trained and dedicated volunteers, opinion leaders, organizers act in domains like culture and education, or social and medical assistance, putting into work stimulative partnerships and projects, favourable in a reciprocal manner, through which social relations re-enter the normality path, modern strategies of administration and communication find a proper ground for their implementation, people and institutions from different professional fields "meet" in the social-humanitarian activism. The common habit of solving problems, self-accountability, the "exploitation" of individual and group qualities in the benefit of community, the identification of solutions with preventive or therapeutic role, they all belong to the modern arsenal of societal co-involvement.

Keywords: *communication management, volunteering, civil society, persuasive strategies, homophilia, social responsibility, public-private partnership, identitary objectives.*

Through its psychological dimension, any communicational act sends to the already classical levels regarding equally the subject, the context and the interaction; what motivations establish the individual in positions of communicator and how affective and cognitive elements "overlap" in the intrinsic-extrinsic preponderance of personal motivation; how complex the relational dynamics of joint action with different players from communication's arena proves to be; under what social "sign" are gravitating roles, norms, rituals associated to the never-neutral communication, invariably bearing messages crowded with meanings, targeting precise recipients, aiming goals and objectives…

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Faithfully following Pierre Bourdieu's reasoning from *Ce que parler veut dire* (1982), Edmond Marc speaks about *identitary*, *territorial*, *relational* and *conative* objectives, which combine, most of the times, within membership strategies (Marc 2010:43). Alternatively condition, objective or effect, identity makes us "work" on multiple levels: self-interrogative, to lurk in order to discover, again and again, "who are we?", "who are we like?", "who do we resemble too little and why?"; to obsessively follow our own valorisation (clear individuality, favourable image in the interlocutor's social mirror, appreciation as viable partner in joint action); also, identity summons social integration in the reference groups – affiliation due to the successful establishment of self. Avoiding identitary insecurity, discordance and intrapersonal conflict, countering marginalisation or self-exclusion become possible through equilibrium, consistency, continuity - recognisable in the ritual of social interaction, and, most likely, in the reflection through the resulted identitary image. As far as it appears, self-esteem and self-accomplishment are especially distinguished se disting într-un mod aparte from the reflection in the severe mirror of community dialogue partners.

The *territorial* perspective upon the objectives of communication points to the *negotiation* between "the reserves of the ego" (E. Goffman) and the "invading" stranger; the bigger the host's availability to the disclosure of private space, the more careful the *other*'s intervention, in order not to block, delay, damage the exchange of significant messages; in order not to crush the seeds of common participation in welcomed gestures in the context of societal needs' expansion. The analysts of the mechanism of interpersonal accommodation identify a double barrier: the self – the fellow; then, the inner self – the social self. Hence the conflict between desire and defence; the affirmation, expression, defence of beliefs, in tandem with the protection of the private territory, of reserves, of vulnerabilities (Marc 2010:45)… The same protection mechanisms in the process of communication were the subject of dramaturgical treating of everyday life as a show by Erving Goffman in the 60s. A similar defence of the auditorium/listener from the discursive "attack" of the messenger specialized in communication. Then as well (as in the 21st century), the primacy, the ascendant were belonging not to the proponent's power of convincing through persuasion, but to the victim's self-defence arsenal, prepared, willing, reluctant etc. to the contents advanced by the speaker, regardless of its authority or prestige! "*Defensive practices*" and "*protective practices*" can act masterfully in communicational situations with a single condition, applying *tact* in interpersonal relations (Goffman 2003:41). The accomplishment of *relational* goals depends on the closing-opening mechanism of communication, through the connotations conferred: renunciation, unconditional "surrender", compromising "peace" etc., so that the psychosocial risks of miscommunication wouldn't minimise stringent relational needs such as: attachment, love, support, understanding, reward…

In the category of *conative* objectives are placed those communicational interventions generated by the need for "acting upon" or "influencing someone/something". In E. Marc's opinion, the strategies that give name to intentions followed through communication acts are coercive and seductive. From an enumeration associated with the former (antagonism, tension, confrontation, intimidation etc.), in the arena of unfolding a balance of power between the social actors involved, we only appreciate as realistic the "effort to persuade" element, as any other can be naturally invoked in communicational interaction in general, without the mentioned coercive touch. Confrontation, tension etc. do not brutally suggest irreconcilable differences, insurmountable obstacles, guaranteed failure, but rather challenges of the "sides" in the field of communication for using inspired arguments, choosing the right moment, smart exploitation of victories in the field of beliefs. In terms of seduction strategies considered as targeting attraction, sympathy, complicity, assimilation, proximity etc., we will only consider here the first level of conviction, and will use persuasion as a sum of common attributes of interlocutors, leading to the conviction of the partner "to be seduced", peak of the internalisation of proponent's arguments, battle won forever.

At first sight, the typology announced for didactic reasons doesn't have definite links with the social intervention in the field of volunteering, but the seductive component could serve though, even only through its gentle, feminine resonances, coming from an emotional, rather than rational path. However, this classification would not withstand a PR extra-organisational communication analysis… Far from being exclusively the background or atmosphere of communication, the *context* is a "social pretext", a component and a compass of communicative action. Consisting in *frame*, *situation* and *institution*, the context guarantees a successful communication, combining space and time, roles, codes, rituals, systems of norms, values, rules, statutes.

Any social intervention contains a communication plan, indispensable "wheel" to the identification in the societal "concert" through specific messages, and not necessarily the depiction of a compromise between issuer and receiver. Éric Dacheux answers the question regarding the application of marketing communication in the non-commercial area of "associative reality" through dissociation elements between corporate communication ("by the firm") and associative communication ("nonprofit"): the former privileges persuasion in order to induce a purchasing behaviour, while the latter belongs to the "PR family", desiring to *create a link* between "supporters, volunteers, full-timers, beneficiaries of the pursued cause. Consequently, it will be essentially *relational"* (Dacheux 1998:255).

By distinguishing between private organisations, governmental agencies and NGOs, Ralph Kramer finds as characteristics of the latter mentioned (noting that there are alternative approaches to this problematic): *clarity* (as philosophy), *minority* (in terms of representation), *gratuity* (as legal basis of the service),

donations, *contributions*, *subsidies* (speaking of the source of funding)[2], *limited* coverage, *public* liability (through the board of directors)[3], the function *selected by the management group*, and the charter and local statute – main sources of authority in decision making. As for the relations between managers and executors, they are presented by specialists of *nonprofit marketing*[4] communication as being closer, since the volunteers–managers binomial acutely targets accomplishing the

[2] A recent poll of NGO sources of income, comparatively between Central-Eastern Europe and Western Europe, reveals obvious "mismatches", whose causes aren't exactly "secretive". Thus, state aid represents 33 percent, respectively 56 percent (which represents a proper awareness of the generalised contributor's participation in the social balancing of needs and solutions); revenues are at somewhat comparable levels (46%-37%); philanthropy brings 21 percent, respectively 7 percent to the NGO budget (shall we interpret this Central-Eastern European tripling of generosity in a cultural – political – geographical "key"? shall we maybe understand that where the state intervenes appreciably – 56%, the philanthropists' contributions is naturally diminished? shall we design a more and more weak participation of individuals, small groups etc. in favour of a more solid and responsible partnership of state institutions?).
It can become somewhat enlightening in the discussed matter the NGO composition (involvement, mission, goals etc.), in the same comparative manner between Central-Eastern Europe and Western Europe; if the East excels in cultural recreational activities (35), the West privileges education (28%), health (22%) and social services (27%); also, in Central and Eastern European there is need for professional associations/unions (11%) and implicitly in environmental protection (6%), advocacy (6%) while, in the West, representation varies between 3 and 6 percent. Irrespective of the numbers, as we advance into the 21st century, we find the modification of the structure of NGO in the East and the West as being normal, according to social development: membership of the EU, GDP, standard of living, growing awareness of volunteering etc. (Strǎinescu, Ardelean 2007:25)
[3] In the resulted distinction, R. Kramer is directing liability in this manner: governmental agencies - to the electorate, the private sector – to the owners, the NGOs – to the public. We appreciate as restrictive such an "allocation", since any recipient of responsibility enters the category of public, regardless of the specific name that it could receive contextually. The specialised literature in PR insists upon the concept of *public*, insisting on its hierarchies according to the interests and relations of the organisations in question: primary-secondary public, active-passive public etc. (Dagenais 2003:216-227).
[4] Expanding the need for marketing in non-economic areas imposed the term "nonprofit marketing", "recommending" in the same time the correlation with PR, advertising, mass-media relations ("regions" of modern symmetrical bidirectional communication with stakeholders). The current operation with nonprofit marketing strategies is also the role of evidences like: the NGOs address a quasi-uninteresting "market" from an economic perspective; the NGOs do not confront – compete, but often work together in the social service; the NGOs are "limited" to two structural elements: the donors and the beneficiaries. Perhaps these are the reasons for considering the success of NGOs as a solution for some social deficits, "therapies" co-substantial to the progress under educational, religious, moral etc. aspect.
An example in this respect can be found in the speech of the black activist Dr. W.E.B. Du Bois who, in 1958, was "predicting": "Work has to bring us personal satisfactions and people have to need what we do. Having these, life is a possible paradise. Without these […] life is a hell… Income does not consist in banknotes, but in satisfaction, in creation, in beauty. It is the supreme feeling of the world going towards progress, and we are at the helm. Choose this, son. Never hesitate, never procrastinate". Taking the idea, Andy Green in orienting the communicators: "Keeping our bend to morality and doing what we think is right, our communication will have a tremendous force" (Green 2009:273).

social mission - due to the lack of legal and financial restrictions, the dedication to the community, the conviction with which the volunteers seek participation. It seems to me that we're dealing with an impulsion of this relationship in the area of social marketing[5], since, in organisations of any type, with an effective management, the leaders-executors partnership works. This organisational behaviour finds its theoretical origins in the managerial typologies in which are invoked, at least for the democratic-participative manager, the stimulation of employees in the decision making process, the assumption of solutions and responsibilities at lower hierarchical echelons, a completely profitable level of managerial confidence in employees and partners (Cojocaru 2011: 236-239).

Assessed as ready "to create, to maintain or to restore a social connection where it is nonexistent, progressively decomposes or was destroyed", the associative approach is part of "the dynamics of a plural economy which is under no circumstances only reduced to the market and the state" and puts into work four functions: *opinion*, *notoriety*, *incitement* and *dissemination* (Libaert 2009:256). Hervé Collet (*Communiquer, pourquoi ? Comment? Guide de la communication sociale* – 2004) places in the direction of the first function actions of communication through which ignored causes or problems can be made aware of; notoriety would be due to the networks of volunteers, organisational image carriers (reputed public figures); incitement aims for behaviour change, in order to obtain social partners' participation in associative projects through the development of the affective dimension; dissemination refers to the spreading of associative actions – in conditions of transparency, honesty etc., skilfully using the *goal-oriented persuasive approach* (Larson 2003:336). Developed in a local version, the subject of the four functions announced by Collet brings together elements circumscribed to the definition and purpose of social marketing, to the achievement of NGO objectives, to the development of an inspired human resources management in social projects (nonprofit).

Concerned about improving quality of life through: information, convincing and motivation for the "pleadings" in social causes, encouraging support to "treating" those "diseases" invasive for the healthy lifestyle, what we call social marketing aims to changing values, attitudes, convictions, social actors' behaviour, taking its influence towards those who think and put into work social policies, towards those who can lobby thanks to their position into the system (Străinescu, Ardelean 2007:106).

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[5] Phillip Kotler's definition: „the elaboration, implementation and control of the programs aiming the increase of adhesion to an idea, cause or social behaviour, within one or more of the target groups. It uses [...] highlighting the concepts of communication, facilities, stimuli, theory of changes in order to obtain the maximum of reaction from the focus groups" maintains its validity; as proof, the social marketing of NGOs is more and more supported by the state and private companies, either for the image, or to ingratiate themselves with the press...

Part of the marketing strategy, "marking" the objectives of NGOs means "being" in domains such as: information – rising awareness over some social causes (for instance, the protection of children rights in countries in which negligence or psychological and physical abuses are abundant; improving public attitude (for example, the tolerance of people with sexual preferences other than the majority – especially in European spaces with a deep reluctance in address to these "deviations"); consolidating some attitudes (let's say, strengthening the position of supporting parents and associations who deal with children diagnosed with autism); attempting behavioural change (the situation of those infected with HIV/AIDS is illustrative to the matter, even though it is obvious that the illness sources are different, so that we wouldn't heap blame children and adults, homosexuals and heterosexuals etc.); recovering some resources, including by reducing their waste (not a few are the campaigns pro-recovering the national forest fund, involving in recycling paper or glass, with a view at using bio materials etc.); encouraging donations from contributors: in the last two-three years, the pleads for the assumed directing of two percents from the total income tax in causes or domains more and more painful, difficult to manage by the state, burdensome in terms of their multiplication, make their "voice" heard in the Romanian environment; beyond challenging the freedom of choice (directing), associated with a certain control over the amounts (most of the times small, but important if they reunite many, many donors!), appears the difficulty of a preference detrimental to so many other social sufferings: to support SMURD or the academic foundations? to give a helping hand to helpless elderly or to gifted children, too poor to have access to schools in the city? to contribute to a decent life for abandoned children or to "put your shoulder on the wheel" to the development of some projects for protecting the environment? Achieving the objectives of nonprofit organisations sends to an issue at all marginal, namely the partnerships with companies whose purpose is obtaining profit. According to some authors, these "mutually-beneficial social contracts" are of three types: *charitable* (consisting solely in donations to NGOs), *commercial* (that have an effect in the market positioning of companies, on one hand, and in a proper layout in the community for the nonprofit organization, as well), *strategic* (when the partners are "fighting" together to eliminate a "failure" that affects both the company, and the NGO) - Străinescu, Ardelean 2007:156.

The attempts to detect the ideal management in organisations with different missions (and origins) are not few; with regard to the *non-business* sector, R. Sumarivalla finds a plus, derived from the dual character of NGOs, in fact, the existence of a system manufacturer of profit, alongside with one that is distributing that profit to the beneficiaries of NGO strategies. Străinescu and Ardelean "embrace" this duality, which they explain through a social context of the functioning of "nonprofit organisations and NGO": in any democratic social system will "fit" economic, political and social sectors, each of which giving the citizen "benefits" necessary to individual and community life. Of course, the

individual internalises – externalises obligations towards the three invoked areas. The decent living of the citizen in conditions of American normality (it's the example provided by the authors) also involves its participation in community actions "operated" by non-governmental organisations; thus, over half of the adult population of the United States of America dedicate themselves to volunteering, in practice rate of approximately four hours weekly. Discussing in currency, the numbers would prove to be astronomical, but this is not of interest now. Bringing in proximity the volunteering problem, we would signal the mentality difference between North-Americans and Romanians, without invoking numbers, but appealing to participative observation: the "taste" for volunteering is visibly rising in the East of the European continent, and Romania is no exception (in the last years, teenagers and students – but not only – are committed to humanitarian missions, knowing or not that volunteering matters more and more to get projects, educational mobilities, workplaces, or, why not, social prestige). What is less clear is the inclination towards *financial volunteering* (donations, subsidies etc.), in spite of effective practices to help the vulnerable population. As far as it seems, the Westerners have surpassed the critical moment of the real, "physical" contact with the sick, elderly, poor and so on, while the Easterners (Romanians in this case) prefer to delegate the physical implication to the constant staff of the NGO, resuming, often with a remarkable generosity, to round the NGO budgets towards a better use of funds.

At the risk of being categorised as critics of the phenomenon of volunteering up to the search of faults, remember that sponsorship by profitable firms is limited to contributions perfectly (fully) tax deductible under the law. Some would say that an ethical behaviour of these "donors" is raised in vain, since any financial-accounting mechanism reveals no "loss" from the budget of the beneficent, but, fact, a participation exclusively translated in symbolic capital. Even so, the non-business and non-governmental organisations gladly accept any dime… In works devoted to the marketing of nonprofit organisations, all kinds of suspicions arise regarding the companies' motivations for social activism: public visibility, the affirmation of professionalism, discovering their customers' "philosophy", obtaining media coverage generating free publicity, growing in the eyes of the employees whose attendance to community events is facilitated (Stanciu 1999:91)… A local example could reinforce the idea: at the first regional conference dedicated to corporate social responsibility (CSR), hosted by Iaşi in April 2008, the debates on the social actors' strategy of proving their attachment to perennial values, current major projects etc., reached the key point of the budgets clearly, anticipated, specifically allocated to CSR. In the focus of present analysts have entered including the sponsors of the event (for instance, *Palas*), alongside with notorious "operators": *Petrom*, *Vodafone*, *Avon* and so on. The neuralgia was easy to detect: no firm pursuing profit was allocating specific amounts in the

annual budgets to CSR actions, but they were would expect the balance sheet, "releasing" from the profit obtained money later invested in assisting abandoned children or whose parents left for work in the West, in campaigns for the detection of breast cancer, in awarding exceptional pupils etc.

By establishing the categories of public ideal to associative projects (*stakeholders*), the managers of persuasive communication resort to the stimulation of empathy through locating the key experiences deeply related to the advanced community approach. On a strategic foundation of this type, the success of the attraction towards common causes, by virtue of similarity (*homolalie* - Fr. Héran), no longer assumes risky endeavours, given the similarity of the speakers; the social similarity assumption compensates the statistic warning of the intensity differences of sociability based on the reference group. The living environment and the professional one, the cultural and educational level, the compatible expectancies, gender, age etc. confirm the predictable co-participation of social actors. The sociological survey research revealed necessary information to the volunteering domain; thus, sociability is shown as intense among young people (with the maximum at 35 years old!), based on friendship relations, enhanced together with climbing the stairs of occupational or studying hierarchy. Besides, the theory oh the "snowball" works, according to which sociability increases together with the exposure in different groups and projects; capital attracts capital, associative availability develops …(Molénat 2010:141-143). The common points of those with nonprofit participative biases can be identified in David Masons's list (*Voluntary Nonprofit Enterprise Management* – 1984), approach generated by the need of delimitating the primarily "materialist" purposes, comparing to the voluntary ones, of benevolence, of social support through free association and unconditional dedication:

- o   motivation is based on voluntarism;
- o   the service values are not commensurable;
- o   the financial aspect represents a mean, not an aim of social activism;
- o   efficiency is not assessed by profit/losses, but through the value and quality of services;
- o   the social stakes of the groups of volunteers outrun any "materialist" suspicion;
- o   the multiple targets of non-governmental organisations are reached from the contract between the communicator-volunteers and the social needs of the partners.

These features do not cancel the presence of some goals with a measurable role in nonprofit organisations, of action and of image (Străinescu, Ardelean 2007:19-23). Achieving the goals laid down depends, on one hand, on the management of emotions in interpersonal relationships (*emotional intelligence*) and, on the other hand, on the manner of decision in the source group at the intersection of the two registers of communication: socio-emotional and oriented

towards stringency and efficiency (Willem Doise). Overcoming the psychological threshold of analysis (sometimes having radical conclusions, such as assigning the orientation of male actors to a register of stringency-efficiency, and the socio-emotional "privilege" to female actors?!), towards the socio-psychological (situational) one, leads to reasonable results: the emotional approach or the efficient one do not depend on gender membership, but on the communication situation in itself. The example provided by W. Doise is illustrative: the democratic organisation of communication tilts the balance to socio-emotional, but stimulates group creativity…

Role taking combined with perspective taking (Jacques Cosnier), empathy "legitimates" social activism and confers naturalness (rather than conventionalism) to communication relations, "helped" by *declarative indicators* and the *mechanisms of the implicit* co-substantial to message interpretation: a generous common area in the sphere of communication induces a lightness of transmission and de-encryption of the spread content. Both in verbal and non-verbal forms of social communication, empathy contributes to a correct identification of the subjects and the partners, according to the "mirror neurons" model (inducing some brain activities analogous to those of the initiator, seen as a social alike), up to the point of the immediate construction of a self-image "about to execute the same action" (Cabin, Dortier 2010:138). To be called into question the situation of sharing negative affects through the empathic echo, so as to explain the defence/rejection strategies of internalising the other's sufferings, pains, failures; at the same time, if that were the case, what rational explanation would we find to the participation of social support groups to special, desperate, highly demanding situations, since the visceral antipathy towards negative emotions would determine redoubts in the way of volunteering?! J. Cosnier completes the emphatic "landscape" through *symmetry* or *complementarity*, so that sadness would awake sadness, but also be the source of compassion (first step in co-participation in diminishing social losses). The SWOT analysis that any non-governmental organisation can be subjected to would highlight as strong points, weak ones, opportunities and risks (regarding the NGOs' external factors correlated to volunteering): governmental and local policies, economic conditions, expectancies of the shareholders (supporters), actions of the competitors. In these conditions, systematic recruitments of volunteers take place, "using" the experienced volunteers to the maximum. It is being addressed the duty of those older "in the system" to track the talented and ambitious newcomers in order to convince them to accept tasks with a higher difficulty level (in terms of the integration associated to human resources management, in some organisations, the "fresh" volunteers are "assorted" with a mentor and a supervisor – volunteers as well). If participation in benevolent social work requires training as well, the truly suitable to the field move to the status *of unremunerated professional* (Strǎinescu, Ardelean 2007:90).

P. Drucker (*Managing the Non-profit Organization*, 1990) identifies the existence of two key points for a person to be efficient in a nonprofit environment: to well understand the tasks to be fulfilled; to take the responsibility of thinking beyond the borders of achieving the fulfilled goal.

The invoked efficiency occurs as a result of a successful human resources management in directions such as: recruitment, selection, integration, development, motivation and keeping on the NGO-nonprofit orbit. Attracting those interested in becoming volunteers; the best decision of choosing people with qualities, aptitudes, knowledge, skills, but also of distribution, later, in teams of volunteers; volunteers' training and development, so that they would reach performance in social activism, contributing to the development of the places in which they proved themselves useful (by the emergence of new targets in NGO strategies); training the volunteers for a considerable period, "taking advantage" of their proven experience, their professionalism and competence, their public visibility[6]; the extrinsic-intrinsic motivation (guarantor of the volunteers' stability in the organisations that harnessed them accordingly)[7], they're all part of the modern managerial instruments.

Stopping for a moment at the "step" of decision in choosing "the best of the best" to meet the demands of volunteering, we shall wonder, alongside the authors of *Managementul ONG (NGO Management)* whether not the "test of fire", edifying, is the interview, confirming the belief of R.H. Gass and J.S. Seiter that the most productive persuasion occurs in face to face meetings (interpersonal communication), because "the attempts of influencing tend to act more discreetly", because we're dealing with the "finesse" of convincing the other, and, why not, because "if you learn to be more convincing, you should also try to have a more ethical behaviour" (Gass, Seiter 2009:36)[8]. Therefore, what happens during the interview test? a) unfavourable information have a bigger power of influence upon the evaluator; b) the candidate's physical appearance is lagging behind the written data; c) the speaker's intelligence is properly assessed during the interview; d) the

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[6] The effects that human resources managers estimate as a result of training – involving the volunteers with talent and ambition are: the improvement of technical skills, the evolution of interpersonal communication (learning to work efficiently in a team), and the development of cognitive abilities (of thinking clearly, planning and solving different problems).

[7] It is considered that the volunteers' motivation reaches its maximum when they are aware of the mission, vision, strategy of the NGO; when they are permanently consulted by the management teams; when they acknowledge their competence and activism in structures ready to valorise them at their full potential (Străinescu, Ardelean 2007:92).

[8] The authors highlight the difficulty of defining the term "persuasion", including because of the allocation of numerous "names": counselling, coercion, impulsion, obtaining conformism, conviction, education, indoctrination, influence, manipulation and propaganda (p. 41). The precaution of the American researchers from California and Utah universities in defining a concept is based on the metaphor of the fence (raising this "obstacle" has as effect maintaining some elements/connotations and leaving others on the outside). The size and shape of the fences of each author interested in the matter determine the types of communication in the case of persuasion.

right to communicate verbally cancels the risk of a "judgement" exclusively as a result of non-verbal communication. Quantified, as a percentage, as 70, 80, even over 90 in the composition of messages with human issuer, the channels devoid of words can be: facial expressions, eye movements, proximity science, over-segmental factors, bodily or tactile expressiveness (Dale G. Leathers), to which can be added: environment, land use, clothing, movement, vocal clues (Mark Knapp) or, according to Donald Orban, visual contact, facial expressions, gestures, general body movement etc., with consequences for the argument through the five types now classic: emblems, illustrators, regulators, display of effects and elements of harmonisation (Larson 2003:271). "Visual interaction with listeners' eyes" (Orban), visual contact "intercepts" an invaluable source of nonverbal information, with the mission of producing those emotional and credibility indicators that initiate or diffuse the argumentative potential… How could it not be difficult for a manager to preffer certain volunteering candidates, when only the manner of looking reveals six functions (attention, regulatory, of strength, of affection, in forming an impression, persuasive)?[9] To establish the selection, we shall emphasize sound semantics (ready to influence the response to the persuasive agent's message), part of the interview in NGO; the volume, intensity, emission rate, height of the tone, clarity of delivery, speech breaks, etc. give signs "regarding the persuasive agents, their emotions, goals and sincerity". In a "no-contact" society (Leathers), touch can be a channel for emotional persuasion (warmth, encouragement, empathy). Under certain conditions (the example of patients in end-stage incurable diseases), tactile expression of supportive feelings contributes to the interrelationship between volunteers and assisted (beneficiaries).

E. Goffman (*The presentation of self in everyday life* - 1957) suggests a "management of impression" that can reunite strong nonverbal and verbal signals, so that the interlocutor's "opinion" on the persuasive agent would not be far from the truth. It is still not enough; the use of body to discourage communication ("blocking behavior") or to encourage it ("inviting behavior"), in less words, "quasi-courtship behavior" (A. Scheflen), the prefference for dialectal expression (a sign of education and contextualization), use of time, the type of artefactual communication etc., they all constitute as many premises of persuasion, including in the sensitive field of volunteering. They, Ch.U. Larson believes, "do not make the receptors' decisions any easier, especially since they operate at extremely low levels of awareness"[10]. The analyst's recommendation is to overcome the use of

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[9] In an unpublished study (but publicly sustained in 1999 - *The integrative nature of argument and non verbal communication in different communication contexts*), D.K. Orban concluded: "Through the eyes we express a cognitive and emotional behaviour. We give the impression of deep thought, confusion or inattention. We reveal our emotions of fear, anger, happiness and sadness…We don't realise how many hidden messages are exposed through visual contact" (Larson 2003:272).

[10] Ch. Larson's assessment is valid, of course, for the non-verbal premises, since verbal expressing does not condense to argumentatively sensitizing the subconscious only.

own channels (only) in communication, making the step towards the "accuracy of decoding the real meaning of the message", as a result of involving an increased sensitivity to nonverbal elements present in the persuasive process (Larson 2003:271).

Preserving our freudian perspective in considering the community of affects as a base of social cohesion, we maintain a moderate optimism in the increasingly acute issue of the needs of post-modern society.

Acknowledgement

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