



**EIILM UNIVERSITY**  
S I K K I M

## **BUSINESS & CORPORATE SOFT SKILLS**

**Subject: BUSINESS & CORPORATE SOFT SKILLS**

**Credits: 4**

## **SYLLABUS**

**The Mind** - Positive thinking & Attitude, Motivation, Character Building, Self Esteem, Goal Setting

**Effective Communication** - English Conversation, Pronunciation, Voice Modulation, Stressing and stretching, Accent Improvisation, Facial Expressions, Body language, Writing skills.

**Business Etiquettes** -Business Etiquettes Office Etiquettes, Phone Etiquettes, Dining Etiquettes, Party Etiquettes

**Corporate Look** - Office Wear, Meetings/Interviews, Business Presentations

**Executive Skills** - Writing a profile (Personal/ Company), Group Discussion, Facing an Interview, Business Presentation Skills

**Special Corporate Skills** - Interpersonal Relationship, Leadership Qualities, Time Management, Stress Management

### **Suggested Reading:**

1. Enhancing Employability : Connecting Campus with Corporate : M.S. Rao
2. Corporate Softskills : Sarvesh Gulati
3. The ACE of Soft Skills: Attitude, Communication and Etiquette for Success:  
Gopalaswamy Ramesh, Mahadevan Ramesh

## COURSE OVERVIEW

Hi!

We won't start this piece by saying that we have worked very hard towards compiling all this, and that we are thankful to Mr. So and Mrs. So and our families etc. etc. .. Well, to speak the truth, we are actually thankful to someone, and that's you!

You – the age group of 18-25, who we believe have the talent and capacity to revolutionize the World. Of Course! We are not saying this so that you should be happy now and start reading on, actually when we all sat thinking about this something called “soft skills”, we realized that nobody but you could be our best thesis.

We started observing you, and found that there were so many things about your personalities that spelled, intellect, intelligence, etiquettes, and communication; just that it all looked a little “lost”.

So we knew exactly what we had to deliver.

### Why Soft Skills???

Every youngster at the entry level would face a highly competitive Corporate World, where for each advertised vacancy/post (if at all), hundreds and thousands of equally talented candidates would apply.

In such circumstances, qualifications and knowledge (**hard skills**) of a particular field will not ensure that one actually makes it to a dream career.

To make a mark, the candidate needs to package himself/herself so that he is able to market his knowledge and talent correctly to the person sitting across the table.

These are called “**Soft Skills**”.

The base of this training program rests on the strong belief that the Competitive world of today gives no levy and follows: “**Survival of the Fittest**”.

Thus in a tough World scenario, America, Europe, Japan, China & Korea have been able to sell themselves much better to the outside world because of their ability to make the right kind of noise at the right place and at the right time.

Wherein, we Indians in spite of degrees/qualifications and credible talent haven't been able to make ourselves that conspicuous in the World Market, primarily because we haven't focused on developing our soft skills.

The students on completion of the course shall develop the following skills and competencies:

- a. Effective Communication skills.
- b. Business etiquettes and corporate dressing
- c. Executive skills
- d. Corporate skills
- e. A groomed personality.

## BUSINESS CORPORATE SKILLS

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## LESSON 1

### POSITIVE THINKING

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#### Contents:

Developing a positive attitude, Stop the blame game, List of Excuses, Some suggestions for giving criticism that motivates others:

#### Learning Objective:

To develop positive thinking

#### Developing a positive attitude

**Positive Mental Attitude: The prerequisite to winning!**



A positive attitude, or outlook on life, can lead to positive behavior and create success. An upbeat, positive person draws other people like a magnet. After all, who would you rather be around—someone who is strong and motivated, with the confidence to keep moving forward; or, someone who stays stuck in one place, thinking of reasons why things don't seem to happen? No arguments!

#### Consider this list of positive habits.

I will think of myself as Successful!

I will have positive expectations for everything I do!

I will remind myself of past successes!

I will not dwell on failures...I just won't repeat them!

I will surround myself with positive people and ideas!

I will keep trying until I achieve the results I want!

#### List of excuses

These detract from optimum performance:

- I didn't have time to practice
- I don't understand the tasks
- I don't have the best glider
- The tasks are too daunting
- I've got a terrible headache



- I can't get focused today
- I can't deal with the pressure
- This contest isn't important to me
- I don't have a clear frequency
- I can't beat him
- I don't like to compete

A common thread that connects these excuses

Actually there are two:

**The bad news** — Negative Thinking

**The good news** — all can be corrected with Positive Action.

Excuses pre-exist in our minds; they are really a reflection of our commitment or resolve, or lack thereof. These barriers are nothing more than our mind giving our body permission to fail — they're a pre-existing justification for poor performance!

Something as simple making your own **Top Twenty-Excuse list** can be used as a powerful tool. Scan that list and see how many of those obstructions may be holding you back. Take each of the impediments on your personal list and decide how it can be corrected, reversed, or even turned into an asset. Next, decide if you're committed enough to make the invariable sacrifices that are necessary for legitimate improvement.



**He who would learn to fly one day must first learn to stand and walk and run...**

### **Step 1:**

#### **Accept Responsibility**

When people accept additional responsibility they are actually giving themselves a promotion.

Responsible behavior is to accept accountability. That represents maturity. Acceptance of responsibility is a reflection of our attitude and the environment we operate in. Most people are quick to take credit for what goes right but very few would readily accept responsibility when things go wrong. A person who does not accept responsibility is not absolved from being responsible. Your objective is to cultivate responsible behavior.

#### **Stop the Blame Game**



Avoid phrases such as:

- Everyone else does it,
- No one does it, or
- It is all your fault.

People who don't accept responsibility shift the blame to their parents, teachers and genes. God, fate, luck or the stars. Responsible behavior should be inculcated right from childhood. It cannot be taught without a certain degree of obedience.

People who use their privileges without accepting responsibility usually end up losing their privileges. Responsibility involves thoughtful action.

#### *Pettiness Causes Us to Ignore Our Responsibilities*

Think about it. Petty minds are busy passing the buck rather than doing what needs to be done.

### **Social Responsibility**

Ancient Indian wisdom teaches us that our first responsibility is to the community, second to our family and third to ourselves. When this hierarchy is reversed, a society starts degenerating. Social responsibility ought to be the moral obligation of every citizen. Responsibility and freedom go hand in hand. A sign of a good citizen is that he is willing to pull his own weight.

Societies are not destroyed so much by the activities of rascals but by the inactivity of the good people. What a paradox! If good people can tolerate destruction by being inactive, how can they be good? The question is, are they discharging their social responsibility?

### **Show Consideration**

A ten-year-old girl went to a fast food joint, sat at a table, and asked the waiter, "How much is an ice-cream cone?" She said, "Twenty five Rupees, please." The boy started counting the coins he held in his hand. Then he asked how much a small cup of ice cream was. The waiter impatiently replied, "Fifteen Rupees."

The boy said, "I will have the small ice-cream cup." The boy ate his ice-cream, paid the bill, and left. When the waiter came to pick up the empty plate, she was touched. Underneath were coins worth Ten Rupees left as the tip. The young boy had consideration for the waiter before he ordered his ice-cream. He showed sensitivity and caring. He thought of others before himself.



If we all thought like the little boy, we would have a great place to live. Show consideration, courtesy and politeness. Thoughtfulness shows a caring attitude.

### **Think Win-Win**

A man died and St. Peter asked him if he would like to go to heaven or hell. The man asked if he could see both before deciding. St. Peter took him to hell first. There the man saw a big hall containing a long table, laden with many kinds of food. He also saw rows of people with pale, sad faces. They looked starved and there was no laughter. And he observed one more

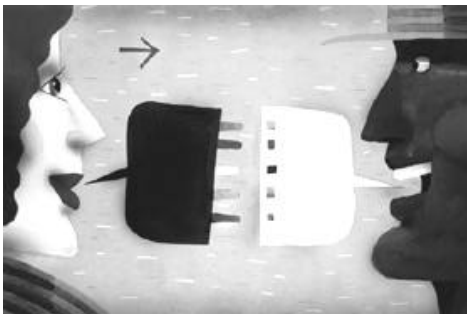
thing: Their hands were tied to four-foot forks and knives and they were trying to get the food from the center of the table to put into their mouths. But they couldn't.



Then, St. Peter took him to see heaven. There he saw a big hall with a long table, with lots of food. He noticed rows of people on both sides of the table with their hands tied to four-foot forks and knives also. But here people were laughing and were well fed and healthy-looking. The people were feeding one another across the table. The result was happiness, prosperity, enjoyment and gratification because they were not thinking of themselves alone; they were thinking win-win. The same is true of our lives. When we serve our customers, our families, our employers and employees, we automatically win.

### Choose Your Words Carefully

Spoken words cannot be taken back. A person who says what ever he likes usually ends up hearing what he doesn't like. So why speak something that you don't want to hear.



Be tactful. Tact consists of choosing one's words carefully and knowing how far to go. It also means knowing what to say and what to leave unsaid. Talent without tact may not always be desirable. Words reflect attitude. Words can hurt feelings and destroy relationships. More people have been hurt by an improper choice of words. Why say sorry regularly after saying something that need not be said. Choose what you say rather than say what you choose. That is the difference between wisdom and foolishness. Excessive talking does not mean communication.

Talk less; say more.

**A fool speaks without thinking; a wise man thinks before speaking.**

Words spoken out of bitterness can cause irreparable damage. The way parents speak to their children in many instances shapes their children's destiny.

### Don't Criticize and Complain



When I talk of criticism, I refer to negative criticism. When a person is criticized, he becomes defensive. A critic is often like a back-seat driver who drives the driver mad. Does that mean we should never criticize, nor can we give positive criticism?

### Positive or Healthy Criticism

How do you offer constructive criticism? Criticize with a spirit of helpfulness rather than as a put-down. Offer solutions in your criticism. Criticize the behavior not the person, because when we criticize the person, we hurt their self-esteem. The right to criticize comes with the desire to help. As long as the act of criticizing does not give pleasure to the giver, it is okay. When giving criticism becomes a pleasure, it is time to stop.

### Some suggestions for giving criticism that motivates others:

- Be a coach—criticize with a helpful attitude. A coach criticizes to help improve performance of the athlete.
- Understanding and concern will act as a motivator. . The attitude should be corrective rather than
- Punitive.
- Be specific, rather than saying things like "you *always*" or "you *never*." Vague criticism causes
- Resentment.
- Get your facts right. Don't jump to conclusions. We all have the right to our opinions but we don't have the right to incorrect facts. Don't rush to criticize. . Maintain your cool but be firm.
- Criticize to persuade, not intimidate.



- Don't be sarcastic as it builds resentment.
- If criticism is given appropriately, it will reduce the need for repetition.
- Criticize in private not in public. Why? Because it maintains goodwill whereas public criticism can be humiliating.
- Give the other person an opportunity to explain his side.
- Show them how they would benefit from correcting their mistake.
- Point out the loss from not correcting it. . Rather than telling, ask for suggestions for improvement.
- Question the action, not the intent. If intent is in question, then it is better to terminate the relationship.
- Criticize the performance, not the performer.
- Don't express personal resentment.



- Keep criticism in perspective. Don't overdo it. Criticism is like giving medication.
- The medication should be the right mixture with a perfect dosage. Too much will have adverse effects and too little will be ineffective. Given in a positive way in the right dosage, it can work wonders.

- When someone realizes and admits his mistake and apologizes. Let him save face.
- Close on a positive note with appreciation.

### Receiving Criticism

There will be times when you will be criticized, sometimes justly and sometimes unjustly. The greatest people in the world have been criticized. Justified criticism can be very helpful and should be taken positively as feedback. Unjustified criticism is really a compliment in disguise. It is the average person who hates winners. When people are not successful and have nothing else to talk about they make you the target. .

The only way you will never be criticized is if you do nothing, say nothing or have nothing. You will end up being a big nothing. Unjust criticism comes from two sources:

#### 1. Ignorance.

When criticism is given out of ignorance, it can easily be eliminated or corrected by building awareness of the facts.

#### 2. Jealousy.

When criticism springs from jealousy, take it as a compliment in disguise. You are being unjustly criticized because the other person wants to be where you are.



The tree that bears the most fruits also gets the most stones.

There is another breed of people who are willing to help others until the others are able to help themselves. But as soon as they are able to help themselves, these groups of people make life as miserable and as uncomfortable as possible. This is part of life and if we have to succeed, we have to do it in spite of them.

This **kind of behavior is the result of jealousy.**

An inability to accept constructive criticism is a sign of poor self-esteem.

### Suggestions for accepting criticism

- Take it in the right spirit. Deal with it graciously rather than grudgingly.
- Evaluate it with an open mind, if it makes sense accept it, learn from it and implement it.





- Don't be defensive. Accept constructive criticism immediately and emphatically.
- Why? Because it disarms the other person. If we don't it will irritate him even more and in future he will not give constructive criticism. If we use this as a tactic it will only work once, but if we are sincere it will work time after time.
- Thank the person who gives constructive criticism because he means well and has helped you.
- A person with high self-esteem accepts positive criticism and becomes better, not bitter.
- The problem with most people is they would rather be ruined by false praise than culprit by constructive criticism.

### Complaints

Some people are chronic complainers. If it is hot, it is too hot. If it is cold, it is too cold. Every day is a bad day. They complain even if everything goes right. Why complain? Because 50% of the people don't care if you have got a problem and the other 50% are happy that you have got a problem. What is the point of complaining? Nothing comes out of it. It becomes a personality trait. Does that mean we should never complain or invite complaints? Not at all. Just like criticism, if it is done in a positive way, complaints can be very useful.

#### A constructive complaint

- (a) Shows that the complainer cares.
- (b) Gives the receiver of complaints a second chance to correct himself.

### Smile and Be Kind

**\*SMILE \***

A smile costs nothing, but buys everything  
It enriches those who receive it without impoverishing those who give it.

It happens in a flash, and the memory of it may last forever.  
None are so rich that they can get along without it, and none so poor that they cannot be richer for its benefits.

It creates happiness in the home, fosters goodwill in a business, and is the countersign of friends.

It is rest to the weary, daylight to the discouraged, sunshine to the sad, and nature's best antidote for trouble.



Yet it cannot be begged, bought, borrowed, or stolen, for it is something that is worth nothing to anyone until it is given away.

In the course of the day, some of your acquaintances may be too tired to give you a smile. Give them one of yours. Nobody needs a smile so much as those who have none left to give.

Cheerfulness flows from goodness. A smile can be fake or genuine. The key is to have a genuine one. It takes more muscles to frown than to smile. It is easier to smile than frown. It improves face value. Who likes to be around a grouch? No one except may be a bigger grouch! A smile is contagious and is an inexpensive way to improve looks. A smiling face is always welcome.



### Put Positive Interpretation on Other People's Behavior

In the absence of sufficient facts, people instinctively put a negative interpretation on others' actions or inactions. Some people suffer from "paranoia": they think the world is out to get them. That is not true. By starting with positive assumptions, we have a better chance of building a pleasing personality resulting in good relationships.

**For example**, how often have we put through a call and not gotten a reply from the other party for two days and the first thought that comes to our mind is,

**"They never cared to return my call" or "They ignored me." That is negative.**

Maybe:

- They tried, but couldn't get through
- They left a message we didn't get
- They had an emergency
- They never got the message.

There could be many reasons. It is worth giving the benefit of doubt to the other person and starting on a positive note.

### Be a Good Listener

One often reads that the art of effective conversation is dying. But wouldn't you agree that infinitely more valuable and rare is a good listener.



Ask yourself these questions.

How does it make you feel when you wanted somebody to listen to you and

- They did more talking than listening.
- They disagreed with the first thing you said.
- They interrupted you at every step.
- They were impatient and completed every sentence you started.
- They were physically present but mentally absent.
- They heard but didn't listen. You had to repeat the same thing three times because the other person wasn't listening.
- They came to conclusions unrelated to facts.
- They asked questions on unrelated topics.
- They were fidgety and distracted.
- They were obviously not listening or paying attention.

All these things show disinterest in the person or the topic and a total lack of courtesy.

Do the following words describe the feeling of not being listened to?

- Neglected
- Belittled
- Rejected

- Annoyed
- Dejected
- Stupid



- Let down
- Worthless
- Unimportant
- Embarrassed



- Small
- Demotivated
- Ignored
- Disheartened

Let's reverse the scenario. How does it make you feel when you want someone to listen to you and they:

- Make you comfortable.
- Give you their undivided attention.
- Ask appropriate and relevant questions.
- Show interest in your subject.

Do the following words describe the feeling of being listened to?

- ☐ Important
- ☐ Pleased



- Satisfied
- Worthwhile
- Cared for
- Good
- Happy
- Appreciated
- Encouraged
- Inspired

**What are some of the barriers to effective listening?**

- External Barriers
- Internal Barriers
- Physical distractions preoccupation or absent-mindedness
- Prejudice and prejudging people
- No interest in subject or speaker
- Noise fatigue

There could be intellectual barriers, such as language, comprehension, etc.

In order to inspire others to speak, be a good listener. Listening shows caring. When you show a caring attitude towards another person, that person feels important. When he feels important, what happens? He is more motivated and more receptive to your ideas.

**In order to be a good listener**



- Encourage the speaker to talk.

- Ask questions. It shows interest.
- Don't interrupt.
- Don't change the topic.
- Show understanding and respect.
- Pay attention, concentrate.
- Avoid distractions.
- Show empathy.
- Be open-minded. Don't let preconceived ideas and prejudices prevent you from listening.
- Concentrate on the message and not on the delivery.
- Recognize the nonverbal communication, such as facial expressions, eye contact, etc. They might be communicating a different message from the verbal.
- Listen to feelings and not just words.

## **Be Enthusiastic**

**Nothing great is ever achieved without enthusiasm.**

Enthusiasm and success go hand in hand, but enthusiasm comes first. Enthusiasm inspires confidence, raises morale, builds loyalty and is priceless.

You can feel enthusiasm by the way a person talks, walks or shakes hands.



Enthusiasm is a habit that one can acquire and practice.

Many decades ago, Charles Schwab, who was earning a salary of a million dollars a year, was asked if he was being paid such a high salary because of his exceptional ability to produce steel. Charles Schwab replied, "I consider 'the' secret to success in an organization is the head's ability to arouse enthusiasm among the men and the way to develop the best that is in a man is by appreciation and encouragement"

Live while you are alive. Don't die before you are dead. Enthusiasm and desire are what change mediocrity to excellence. Water turns into steam with a difference of only one degree in temperature and steam can move some of the biggest engines in the world. That is what enthusiasm helps us to do in our lives.

## **Give Honest and Sincere Appreciation**

"One of the deepest desires of human beings is the desire to be appreciated. The feeling of being unwanted is hurtful."

Expensive jewels are not real gifts; they are apologies for shortcomings. Many times we buy gifts for people to compensate for not spending enough time with them. Real gifts are when you give a part of yourself.

Sincere appreciation is one of the greatest gifts one can give to another person. It makes a person feel important. The desire to feel important is one of the greatest cravings in most human beings. It can be a great motivator.



**The biggest disease today is the feeling of being unwanted.**

In order to be effective, appreciation must meet certain criteria:

**It must be specific.**

If I tell someone that he did a good job, and walk away, what will go through his mind? He will think, "What did I do good?" He will be confused. But when I say, "The way you handled that difficult customer was great," then he knows what he is being appreciated for.

**It must be immediate.**

The effectiveness is diluted if we show our appreciation for someone six months after he has done something commendable.

**It must be sincere.**

It must come from the heart. You must mean every word. It is better not to appreciate if you don't mean it because insincerity comes through.

**Don't qualify praise with a but.**

By using the but as a connector, we erase the appreciation. Use "and," "in addition to that" or some other appropriate connector. Instead of saying, "I appreciate your effort but...", say something like, **"I appreciate your effort and would you please"**

**After giving appreciation, it is not important to wait for a receipt or acknowledgment.** Some people are looking for a compliment in return. That is not the purpose of appreciation. If you are receiving appreciation, accept it graciously with a "thank-you." It is easier to deal with honest rejection than insincere appreciation. At least the person knows where he stands. Don't miss out any opportunity to give sincere appreciation. It builds the other person's self-esteem and

automatically your own self-esteem goes up. Public appreciation is recognition.

Caution: Without clear benchmarks appreciation may cause resentment.

**What is the difference between appreciation and flattery?**

The difference is sincerity. One comes from the heart, the other from the mouth. One is sincere and the other has an ulterior motive. Some people find it easier to flatter than to give sincere praise. Don't flatter or get taken in by flatterers.

Sincere appreciation is like a mirage in the desert. The closer you get, the more disappointed you become because it is nothing more than an illusion. People put up a front of sincerity as a cover up.

**When You Make a Mistake, Accept It And Move On**

"When I am wrong, make me easy to change; and when I am right, make me easy to live with." This is a good philosophy to live by.



Some people live and learn while others live and never learn. Mistakes are to be learned from. The greatest mistake a person can make is to repeat it. Don't assign blame and make excuses. Don't dwell on it. When you realize your mistake, it is a good idea to accept responsibility for it and apologize. Don't defend it. Why? Acceptance disarms the other person. Arguments can be avoided and a lot of heartache prevented by being a little careful. The best way to win an argument is to avoid it. An argument is one thing you will never win. If you win, you lose; if you lose, you lose. If you win an argument but lose a good job, customer, friend or marriage, what kind of victory is it? Pretty empty. Arguments result from inflated ego.

Arguing is like fighting a losing battle. Even if one wins, the cost may be more than the victory is worth. Emotional battles leave a residual ill will even if you win.

In an argument, both people are trying to have the last word. Argument is nothing more than a battle of egos and results in a yelling contest. A bigger fool than the one who knows it all is the one who argues with him!

### Is It Worth It?

The more arguments you win, the fewer friends you have. Even if you are right, is it worth arguing? The answer is pretty obvious. A big **NO**. Does that mean one should never bring up a point that contradicts another? One should, but gently and tactfully, by saying something neutral such as “based on my information...”

If the other person is argumentative, even if you can prove him wrong, is it worth it? I don't think so. Do you make your point a second time? I wouldn't. Why? Because the argument is coming from a closed mind trying to prove who is right rather than what is right.

When you are stuck up in an argument, you have several choices:

1. Repeat your point again and again and intensify the argument.
2. Bring the facts and figures and make sure you prove him wrong.
3. Discuss but don't argue.
4. Avoid it and move on.

The right choices are numbers **3 and 4**.

If one wants to accomplish great things in life one has to practice maturity. Maturity means not getting entangled in unimportant things and petty arguments.

### What is the Difference Between an Argument and a Discussion?

- An argument throws heat; a discussion throws light. . One stems from ego and a closed mind *whereas* the other comes from an open mind.
- An argument is an exchange of ignorance whereas
- A discussion is an exchange of knowledge.
- An argument is an expression of temper whereas a discussion is an expression of logic.



- An argument tries to prove who is right whereas a discussion tries to prove what is right. It is not worthwhile to reason with a prejudiced mind; it wasn't reasoned into him so you can't reason it out.
- A narrow mind and a quarrelsome attitude usually lead to pointless arguments. In order to discuss, let the other person state his side of the case without interruption. Let him blow the heat. Don't try to prove him wrong on every

point. Never let him drag you to his level. Treat him with courtesy and respect; that will confuse him.

### Regardless of the cause, the best way to diffuse the situation is to:

1. Give a patient hearing.
2. Not fight back or retaliate-that will confuse the other person because he was expecting a fight.
3. Not expect an apology. For some people, apolo-gizing is difficult even if they have made a mistake.
4. Not make issues out of petty matters.

Discussion entails not only saying the right thing at the right time but also leaving unsaid what need not be said. Children should be taught the art of speaking up but not talking back. As adults we should learn the art of disagreeing without being disagreeable. The way a person handles an argument reflects their upbringing.

**I learned a long time ago never to wrestle with a pig.**

**You get dirty and besides, the pig likes it.**

### Steps to Opening a Discussion

- Be open-minded.
- Don't be dragged into an argument.
- Don't interrupt.
- Listen to the other person's point of view before giving your own.
- Ask questions to clarify. That will also set the other person thinking.
- Don't exaggerate.
- Be enthusiastic in convincing, not forceful.
- Be willing to yield.
- Be flexible on petty things but not on principles. 10. Don't make it a prestige issue.
- Give your opponent a graceful way to withdraw without hurting his pride. Rejection can be hurtful.
- Use soft words but hard arguments rather than hard words and soft arguments.



It is impossible to defeat an ignorant man in an argument. His strong and bitter words only indicate a weak cause.

**During a discussion**, it may be a good idea to use phrases such as:

- It appears to me ...
- I may be wrong...

Another way to **defuse arguments** is by showing ignorance and asking questions such as:

- **Why do you feel that way?**
- Can you explain a little?
- **Can you be more specific?**

If nothing works, it may be worthwhile to politely, gently and with courtesy, agree to disagree.

### Don't Gossip

Remember, people who gossip with you about others will also gossip about you in your absence.



Gossiping and lying are closely related. A gossip listens in haste and repeats at leisure. A gossip never minds his own business because he has neither a mind nor a business. A gossip is more concerned about what he overhears than what he hears. Gossip is the art of saying nothing in a way that leaves nothing unsaid.

**“Small people talk about other people, mediocre people talk about things, great people talk about ideas.”**

Gossip can lead to slander and defamation of character. People who listen to gossip are as guilty as those who do the gossiping. It victimizes the helpless. Gossip is hard to track down because it has no face or name. It tarnishes reputations, topples governments, wrecks marriages, ruins careers, makes the innocent cry, and causes heartaches and sleepless nights.

**The next time you indulge in gossip, ask yourself.**

- Is it the truth?
- Is it kind and gentle?
- Is it necessary?
- Am I spreading rumors?
- Do I say positive things about others?
- Do I enjoy and encourage others to spread rumors?

- Does my conversation begin with, “Don’t tell anyone?”
- Can I maintain confidentiality?
- Refrain from indulging in gossip. Remember, small talk comes out of big mouths.

### Turn Your Promises into Commitments

What is the difference between a promise and a commitment?

A promise is a statement of intent. A commitment is a promise that is going to be kept no matter what. In the no matter what, I exclude illegal, unethical and immoral things.

Commitment comes out of character and leads to conviction.



Can you imagine what kind of a world it would be if people didn't keep their commitments? What would happen to relationships between:

- spouses?
- employers and employees?
- parents and children?
- students and teachers?
- buyers and sellers?

Uncommitted relationships are shallow and hollow. They are a matter of convenience and are temporary. Nothing lasting has ever been created without commitment.

Commitment says, “I am predictable in the unpredictable future.”

Many *people confuse* commitment with confinement. That really is not true. Commitment does not *take away* freedom; it actually gives more freedom because it provides a sense of security.

The most important commitment we ever make is to your values. That is why it is imperative to have good value system. For example, if I committed myself to support a leader who later becomes a mafia don, do I continue my commitment? Not at all.

Commitment leads to enduring relationships through thick and thin. It shows in a person's personality and relationships.

### Be Grateful But Do Not Expect Gratitude

Gratitude is a beautiful word. Gratitude is a feeling. It improves our personality and builds character. Gratitude develops out of humility. It is a feeling of thankfulness towards others. It is conveyed through our attitude towards others and reflects in our behavior. Gratitude does not mean reciprocating good deeds gratitude is not give and take.

Kindness, understanding and patience cannot be repaid. What does gratitude teach us? It teaches us the art of cooperation and understanding. Gratitude must be sincere. A simple thank you can be gracious. Many times we forget to be thankful to the people closest to us, such as our spouse, our relatives, our friends.

Ego stands in the way of showing gratitude. A gracious attitude changes our outlook in life. With gratitude and humility, right actions come naturally.

Gratitude ought to be a way of life, something that we cannot give enough of. It can mean a smile, or a thank you, or a gesture of appreciation.



Seldom are we grateful for the things we already possess.

Think back and try to recall the people who had a positive influence on your life. Your parents, teachers, anyone who spent extra time to help you. Perhaps it appears that they just did their job. Not really. They willingly sacrificed their time, effort, money and many other things for you. They did it out of love and not for your thankfulness. At some point, a person realizes the effort that went in to help them shape their future. Perhaps it is not too late to thank them.

### Be Dependable and Practice Loyalty

The old adage, “an ounce of loyalty is worth more than a pound of cleverness,” is universal and eternal.



Ability is important but dependability is crucial. If you have someone with all the ability but if he is not dependable, do you want him as part of your team? No, not at all.

There were two childhood buddies who went through school and college and even joined the army together. War broke out and they were fighting in the same unit. One night they were ambushed. Bullets were flying all over and out of the darkness came a voice, “Utpal, please come and help me.” Utpal immediately recognized the voice of his childhood buddy, Sajal. He asked the captain if he could go. The captain said, “No, I can’t let you go, I am already short-handed and I cannot afford to lose one more person. Besides, the way Sajal sounds he is not going to make it.”

Utpal kept quiet. Again the voice came, “Utpal, please come and help me.” Utpal, sat quietly because the captain had refused earlier. Again and again the voice came. Utpal couldn’t contain himself any longer and told the captain, “Captain, this is my childhood buddy. I have to go and help.” The captain reluctantly let him go. Utpal crawled through the darkness and dragged Sajal back into the trench. They found that Sajal was dead. Now the captain got angry and shouted at Utpal, “Didn’t I tell you he was not going to make it? He is dead, you could have been killed and I could have become short handed. You made a mistake.”

Utpal replied, “Captain, I did the right thing. When I reached Sajal he was still alive and his last words were ‘Utpal, **I knew you would come.**’”

Good relationships are hard to find and once developed should be nurtured.



We are often told: **Live your dream. But you cannot live your dream at the expense of others.**

People who do so are unscrupulous. We need to make personal sacrifices for our family, friends, those we care about and who depend on us.

### Avoid Bearing Grudges

Have you heard the phrase I can forgive but I can’t forget?

When a person refuses to forgive, he is locking doors that some day he might need to open. When we hold grudges and harbor resentments, who are we hurting the most? Ourselves.

Rahul and Pankaj had been childhood friends but for whatever reasons, the relationship fell apart and they hadn’t spoken for 25 years. Rahul was on his deathbed and didn’t want to enter

eternity with a heavy heart. So he called Pankaj, apologized and said, "Let's forgive each other and be done for the past" Pankaj thought it was a good idea and went to visit Rahul at the hospital.

They spent a couple of hours together catching up on the last 25 years - and patching up their differences. As Pankaj was leaving, Rahul shouted from behind, "Pankaj, just in case I don't die; remember, this forgiveness doesn't count" Life is too short to hold grudges. It is not worth it

While it is not worth holding grudges, it doesn't make sense to be bitten time and again. It is well said, "Cheat me once, shame on you; you cheat me twice, shame on me." Of course once bitten twice shy.

### **Practice Honesty, Integrity and Sincerity**

Honesty means to be genuine and real versus fake and fictitious.

Build a reputation of being trustworthy. If there is one thing that builds any kind of relationship at home, at work, or socially, it is integrity.

Not keeping commitments amounts to dishonest behavior.

Honesty inspires openness, reliability and frankness. It shows respect for one's self and others. Honesty is in being, not in appearing to be. Lies may have speed but truth has endurance. Integrity is not found in company brochures or titles but in a person's character.

Is it worth compromising one's integrity and taking shortcuts to win? A person may win a trophy but knowing the truth, can never be a happy person. More important than winning a trophy is being a good human being.

Whenever you take an action, ask yourself: Am I giving fair value for the wages or money I hope to make?

Honesty and dishonesty becomes a habit. Some people practice dishonesty and can lie with a straight face. Others lie so much that they no longer know what the truth is.

But whom are they deceiving? Themselves- more than anyone else.

Honesty can be put across gently. Some people take pride in being brutally honest. It seems they are getting a bigger kick out of the brutality than the honesty. Choice of words and tact are important.

### **Truth May Not Always Be What You Want to Hear**

One can be truthful without hurting other's sentiments but that may not always be the case. The most important responsibility of an honest friend is to be truthful. Some people, in order to avoid confronting painful truths, select friends who tell them what they want to hear. They are like frogs in the well despite the fact that deep down they know they are not being truthful. Honest criticism can be painful. If you have many acquaintances and few friends, it is time to step back and explore the depth of your relationships. A lack of honesty is sometimes labeled as tact, public relations or politics. But is it really so?

The problem with lying is that one has to remember one's lies.

Honesty requires firmness and commitment.

How many times have we all been guilty of :

- little white lies?
- flattery?
- omitting facts or giving half-truths?
- telling the greatest lies by remaining silent?

**Make yourself an honest man and then you may be sure there is one rascal less in the world.**

### **Credibility**

We all know the story of the shepherd boy who cried wolf. The boy decided to have some fun at the expense of the villagers. He shouted, "Help, help, the wolf is here." The villagers heard him and came to his rescue. But when they got there, they saw no wolf and the boy laughed at them. They went away. The next day, the boy played the same trick and the same thing happened.

Then one day, while the boy was taking care of his sheep he actually saw a wolf and shouted for help. The people in the village heard him but this time nobody came to his rescue. They thought it was another trick and didn't trust him anymore. He lost his sheep to the wolf.

The moral of the story is

- When you tell lies, you lose credibility.
- Once you have lost credibility, even when you tell the truth, no one believes you.
- The Quality of a Good Character is Honesty

### **Beware of Half-truths or Misrepresentation of Truths**

#### **Exaggeration**

Exaggeration does two things:

1. It weakens our case and makes us lose credibility.
2. It is like an addiction. It becomes a habit. Some people can't tell the truth without exaggerating.

Sincerity is a matter of intent and hard to prove. We can achieve our goals by having a sincere desire to help others.

### **Stay Away from Pretense**

Asking a friend in trouble, "Is there anything I can do for you," is really annoying. It is more lip service than a sincere offer. If you really want to help, think of something appropriate to be done and then do it.

Many people put on the cloak of sincerity more out of selfishness than substance, hoping that some day they could claim the right to receive help.

Stay away from meaningless and phony pleasantries. Caution-sincerity is no measure of good judgment. Someone could be sincere, yet wrong.

### **ACTIONS SPEAK LOUDER THAN WORDS**





### Maintain Integrity

Ancient wisdom says, "Anything that is bought or sold has no value unless it contains the secret, priceless ingredient—that, what cannot be traded." What is it? The secret, priceless ingredient of every product is the credibility, the honor and integrity of the one who makes it. It is not so secret but it is priceless.

### Here is Another Side to Integrity-Questionable

Three executives were fighting over who would pay the bill for lunch. One said, "I will pay, I can get a tax deduction." The other said, "Let me have it, I will get reimbursement from my company." The third said, "Let me pay, because I am filing for bankruptcy next week."

### Practice Humility

Confidence without humility is arrogance. Humility is the foundation of all virtues. It is a sign of greatness. Humility does not mean self-demeaning behavior that would amount to belittling oneself. Sincere humility attracts but false humility detracts.

Many years ago, a rider came across some soldiers who were trying to move a heavy log without success. The corporal was standing by as the men struggled. The rider asked the corporal why he wasn't helping. The corporal replied, "I am the corporal; I give orders." The rider dismounted, went up to the soldiers and helped them lift the log. With his help, the log got moved. The rider quietly mounted his horse and went to the corporal and said, "The next time your men need help, send for the *Commander-in-Chief*." After he left, the corporal and his men found out that the rider was George Washington.

The message is clear. **Success and humility go hand in hand.**

When others blow your horn, the sound goes further. Just think about it? Simplicity and humility are two hallmarks of greatness.

### Be Understanding and Caring

In relationships we all make mistakes and sometimes we are insensitive to the needs of others, especially those very close to us. All this leads to disappointment and resentment. The answer to handling disappointment is understanding.

Relationships don't come about because people are, perfect. They come about because of understanding.



There is more gratification in being a caring person than in just being a nice person. A caring attitude builds, goodwill, which is the best kind of insurance that a person can have and it doesn't cost a thing.

Some people substitute money for caring and understanding. Being understanding is far more important than money and the best way to be understood is to be understanding. The basis of real communication is to understand.

### Practice Generosity

Generosity is a sign of emotional maturity. Being generous is being thoughtful and considerate without being asked. Generous people experience the richness of life that a selfish person cannot even dream of.

Be considerate; selfishness brings its own punishment. Be sensitive to other people's feelings.

### Be Tactful

Tact is very important in any relationship. Tact is the ability to make a point without alienating the other person.

### Kindness

Money will buy a great dog but only kindness will make him wag his tail. It is never too soon for kindness because we don't know how soon is too late.

Kindness is a language the deaf can hear and the blind can see. It is better to treat a friend with kindness while he is living than display flowers on his grave when he is dead.

An act of kindness makes a person feel good regardless of whether he is doing it or it is done to him. Kind words never hurt the tongue.

### Practice Courtesy on a Daily Basis

Courtesy is nothing more than consideration for others. It opens doors that would not otherwise open.

A courteous person who is not very sharp, will go further in life than a discourteous but sharp person.



It is the little things that make a big difference. Have you ever been bitten by an elephant? The most obvious answer is no. Have you ever been bitten by a mosquito?

Most of us have. It is the little irritants that test your patience. Courtesy is made of nothing more than many small gifts.

Small courtesies will take a person much further than cleverness. Courtesy is an offshoot of deep moral behavior. It costs nothing but pays well.

No one is too big or too busy to practice courtesy. Courtesy means giving your seat to a lady, the elderly or to the disabled. Courtesy can be a warm smile or a thank-you. It is a small investment but the payoffs are big. It enhances the other person's self-worth. Courtesy requires humility. It is unfortunate when people become obnoxious; they detract from their positive traits. I have overheard people saying with pride, "I can be pretty obnoxious."

Scatter the seeds of courtesy wherever you can. Some are bound to take root and elevate you in the eyes of others.

### **Manners**

Courtesy and manners go hand in hand. It is equally important, if not more, to practice manners at home and not just on outsiders. Showing consideration and good manners brings out a feeling of warmth and acceptance in the home. Courtesy means practicing good manners.

Besides being self-satisfying, politeness and courtesy have many more advantages than rude behavior. Considering that, I wonder why more people don't practice courtesy. Rude and discourteous people may get short-term results. Most people like to avoid dealing with such behavior and in the long run, rude people are disliked. Courteous behavior ought to be taught to children at an early age so that they can grow and become mature, considerate adults. Courteous behavior, once learned, stays for life. It demonstrates a caring attitude and sensitivity to other people's feelings. It seems trivial and unimportant, but little phrases such as, "please," "thank-you" and "I'm sorry" take a person a long way.

Remember, being courteous will breed courtesy in return. Practice as much and as often as you can. Initially, it may take some attention, but the effort is well worth it.

Politeness is the hallmark of gentleness. Courtesy is another name for politeness. It costs a little but pays a lot, not only to the individual but also to the entire organization.

### **"Courtesy Shows Good Upbringing"**

Many brilliant and talented people have destroyed their own success because they lack courtesy and manners. Politeness and courtesy are signs of being cultured. Rudeness and discourtesy show the lack of it. Treat other people with respect and dignity.

**Rudeness is the weak man's imitation of strength.**

### **Develop a Sense of Humour**

Some people are humor-impaired. Have a sense of humor and you will possess the ability to laugh at yourself. A sense of humor makes a person likable, popular and attractive.

Learn to laugh at yourself because it is the safest humor.

Laughing at yourself gives you the energy to bounce back.

Laughter is a natural tranquilizer for people all over the world.

Humor may not change the message, but it certainly can help to take the sting out of the bite.



### **THE HEALING POWER OF HUMOUR**

Dr. Norman Cousins, author of *Anatomy of an Illness*, is a prime example of how a person can cure himself of a terminal illness. He had a 1-in-500 chance of recovery, but Cousins wanted to prove that if there was anything like mind over matter, he'd make it a reality. He figured if negative emotions caused negative chemicals in our body, then the reverse must be true too. Positive emotions, like happiness and laughter, would bring positive chemicals into our system. He moved from the hospital to a hotel and rented humorous movies and literally cured himself by laughing. Of course, medical help is important, but the will to live for the patient is equally, if not more, important.

### **Don't Be Sarcastic and Put Others Down**

Negative humor may include sarcasm, put-downs and hurtful remarks. Any humor involving sarcasm that makes fun of others is in poor taste. An injury is forgiven more easily than an insult.

When someone blushes with embarrassment, when someone carries away an ache, when something sacred is made to appear common, when someone's weakness provides the laughter, when profanity is required to make it funny, when a child is brought to tears or when everyone can't join in the laughter, it's a poor joke.

To a sadist everything is funny, so long as it is happening to someone else. It is not an uncommon sight to see boys throwing stones at stray dogs just to have fun. The boys' fun means injury to the dogs. It is not fun for the dogs.

Humor can be valuable or dangerous, depending on whether you are laughing with someone or at someone. When humor involves making fun of or ridiculing others, it is not in good taste nor is it innocent. Hurting others' feelings can be cruel. Some people get their fun by putting others down. Sarcasm alienates people. It is a good idea to avoid sarcastic humor and keep it 'low -risk'.

### To Have a Friend, Be a Friend



We keep looking for the right employer, the right employee, spouse, parent, child and so on. We forget that we have to be the right person too. Experience has shown that there is no perfect person, no perfect job and no perfect spouse. When we look for perfection, we are disappointed because all we find is that we traded one set of problems for another set of problems. In the West with the high divorce rate, people find after they get married for the second time their new spouse doesn't have the problems of the first one but has a totally new set of problems. Similarly, people change jobs or fire employees looking for the right one only to find that they traded one set of problems for another. Let's try and work around these challenges and make divorcing or firing the last rather than the first resort.

#### Sacrifice

Friendship takes sacrifice. Building friendships and relationships takes sacrifice, loyalty and maturity. Sacrifice takes going out of one's way and never happens by the way. Selfishness destroys friendships. Casual acquaintances come easy but true friendships take time to build and effort to keep. Friendships are put to tests and when they endure, they grow stronger. We must learn to recognize counterfeit relationships. True friends do not want to see their friends hurt. True friendship gives more than it gets and stands by adversity.

#### Fair-Weather Friend /opportunistic friendship

A fair-weather friend is like one who lends you his umbrella when the sun is shining and takes it back the minute it rains.

I Two men were traveling through the forest and came across a bear. One of them quickly climbed a tree but the other was unable to, so he lay on the ground and played dead. The bear sniffed around his ear and left.

The fellow from the tree came down and asked him, "What did the bear tell you?" The man replied, "He said, don't trust a friend who deserts you in danger." The message is as clear as daylight.

Mutual trust and confidence are the foundation stone of all friendship.

#### People Make Friends for Different Motives

##### Friendship can be categorized as follows:

1. *Friendship of pleasure.* You are a friend so long as the relationship is entertaining and fun. Pleasure goes friendship goes.
2. *Friendship of convenience.* This is where people make friends to gain something and are not lasting.

There are three kinds:

- a) **Proximity**-I have my neighbour, it is convenient to socialize, we laugh together, share together. In case of emergency he is next door. It is convenient to be together. Proximity goes, friendship goes.
- b) **Usefulness**-He is well connected, financially well off, resourceful, he is a doctor, lawyer. Build and maintain the relationship, some day he could be useful. Usefulness goes, friendship goes.
- c) **Common Enemy**- There is a saying "my enemy's enemy is my friend." Common enemy goes, friendship also goes.

*True Friendship*-is built on mutual respect. These are people who have the good of each other at heart and act accordingly. It is based on character and commitment.

There is lasting goodness at both ends. This lasts forever.

Prosperity brings friends, adversity reveals them People who are true friends in the real sense help one another, but these are not favors. They are acts incidental to friendship and never the purpose of it. If ever helping each other becomes the purpose of friendship. Purpose goes, friendship also goes.

Relationships don't just happen , they take time to build. They are built on kindness, understanding and self-sacrifice, not on jealousy, selfishness, puffed up egos and rude behavior.

Relationships should never be taken for granted. Once relationships are established, they need to be nurtured constantly. Nobody is perfect. Expecting perfection is setting yourself up for disappointment.

#### Friendly Cooperation

It is difficult to achieve success without the friendly cooperation of others. A pleasing personality is flexible and adaptable while maintaining composure. Flexibility does not mean flimsy or helpless behavior. It means assessing and responding appropriately and in a timely manner to a given situation. Flexibility does not stretch to principles and values.

#### Show Empathy

The wrong we do to others and what we suffer are weighed differently. Empathy alone is a very important characteristic of a positive personality. People with empathy ask themselves this question: "How would I feel if someone treated me that way?"

A boy went to the pet store to buy a puppy. Four puppies were sitting together, priced at Rs.3000/- each. Then there was one sitting alone in a corner. The boy asked if that was from the same litter, if it was for sale, and why it was sitting alone. The store owner replied that it was from the same litter and that it was a deformed one, and not for sale.

The boy asked what the deformity was. The store owner replied that the puppy was born without a hip socket and had a leg missing. The boy asked, "What will you do with this one?" The reply was it would be put to sleep. The boy asked if he could play with that puppy. The store owner said, "Sure." The boy picked the puppy up and the puppy licked him on the ear. Instantly the boy decided that was the puppy he wanted to buy. The store owner said "That is not for sale!" The boy insisted.

The store owner agreed. The boy pulled out Rs.100/- from his pocket and ran to get the rest of the cash from his mother. As he reached the door the store owner shouted after him, "I don't understand why you would pay full money for this one when you could buy a good one for the same price." The boy didn't say a word. He just lifted his left trouser leg and he was wearing a brace. The pet store owner said, "I understand. Go ahead, take this one." This is empathy.

## Be Sympathetic

When you share sorrow, it divides; when you share happiness, it multiplies.

## Be a Better Person

Resolve to be tender with the young, compassionate with the aged, sympathetic with the striving and tolerant of the weak and wrong. Because some time in our lives we would have been all of these ourselves.

## What is the Difference Between Sympathy and Empathy?

Sympathy is, "I understand how you feel" Empathy is, *If I feel how you feel*" Both sympathy and empathy are important. But of the two, empathy is certainly more important.



When we empathize with our customers, employers, employees and families, what happens to our relation-ships? They improve. It generates understanding, loyalty, peace of mind and higher productivity.

How do you judge the character of a person or, for that matter, of a community or a country? It is very easy. Just observe how the person or community treats these three categories of people:

1. The disabled
2. The elderly
3. Their subordinates

These are the three groups of people who cannot stand up as equals for their rights.

## Practical Session

The students shall be told to evaluate three different situations that they have experienced earlier. They need to write down their reactions to those situations earlier and how they would approach them now.

This would lead to a nice reflective discussion in the classroom with each student focusing on his perspective towards real life situations.

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## LESSON 2

### MOTIVATION

#### Contents:

Motivation, meaning, How it works, difference between motivation and inspiration, internal and external motivation, motivators

#### Learning Objective:

Learn to get motivated

Learn to motivate others.



#### MOTIVATION: the Key To Success

One must believe in two premises:

- (a) Most people are good people, but they can do better; and
- (b) Most people already know what to do to improve their lives.

**But the question is why aren't they doing it?**

What is missing is the spark-motivation. Some self-help books adopt the approach of teaching what to do; But let's take a different approach. I ask, "Why don't you do it?" If you ask people on the street what should be done, they will give you all the correct answers. But ask them whether they are doing it and the answer will be no. What is lacking is motivation.

The most powerful motivation comes from within our belief system. To move into action, we need to believe in what we do and accept responsibility for our life. When we accept responsibility for our behavior and actions, our attitudes toward life becomes positive. We become more productive, both personally and professionally. Our relationships improve both at home and at work. Life becomes more meaningful and fulfilling.

After a person's basic physical needs are met, emotional needs become a bigger motivator. Every behavior comes out of the "pain or gain" principle. If the pain is greater than the gain, that is a deterrent to action. If the gain is greater than the pain, that is a "**Motivator**".

Gains can be in the form of rewards, vacations and gifts. They can also be in the form of recognition, appreciation, sense of achievement, growth, responsibility, sense of *fulfillment*, *self-worth*, accomplishment, and belief.

#### What's MOTIVATION?



The next logical question is: what is motivation? Motivation is a drive that encourages action or feeling. To motivate means to encourage and inspire. Motivation can also mean igniting the spark for action.

Motivation is powerful. It can persuade, convince and propel you into action. In other words, motivation can be defined as motive for action. It is a force that can literally change your life.

#### Why do we need to get motivated?

Motivation is the driving force in our lives. It comes from a desire to succeed. Without success there is little pride in life; no enjoyment or excitement at work and at home.

The greatest enemy of motivation is complacency. Complacency leads to lack of effort, and when people are complacent they don't grow because they cannot identify what is needed in their lives.

#### MOTIVATION-How does it work?

Once you understand what causes motivation, you can motivate yourself and achieve your goals-and you can motivate others too.

Your internal motivation is your drive and attitude. It is contagious. Your attitudes are the key to getting the response you want from others.

How does a person stay motivated and focused? One important tool that has been used by athletes for a long time is auto-suggestion or talking to oneself and reiterating the belief.

Auto-suggestions are positive statements made in the present tense and repeated regularly. In other words, it is positive self-talk.

For example, let's say you're just starting a new job.

Several times each day you might say to yourself, "I feel more and more confident every day." Or let's say your teenaged son is going through a stage where everything he says seems to irritate you.

You might repeat to yourself, "I will be calm and patient when I talk to him."

## The difference between Motivation and Inspiration



People need to motivate themselves on their own. What other's can do, however, is inspire them to motivate themselves. People can create an environment that is motivating.

Inspiration is thought; motivation is action. When thinking changes it reflects in behavior. In order to inspire people to motivate themselves we need to understand their needs and wants.

What is the greatest motivator? Is it money? Recognition? Improvement in the quality of our life? Acceptance by those we love or those whose decisions make a difference to our professional standing? All of these can be motivating forces.

People will do a lot for money, more for a good leader, but do the most for a belief. People die for their beliefs. This happens every day, all over the world. When we believe that we are responsible for our lives and our behaviors, our outlook towards life changes for the better.

Motivation is like fire-unless you keep adding fuel to it, it dies. Your fuel is your belief in your inner values.

When this belief in inner values feeds your motivation, your motivation becomes long lasting.

### Internal and External Motivation

Motivation is classified into two types: external and internal.

#### External Motivation

External motivation comes from outside. Examples of external motivators are money, societal approval, fame or fear. (For example, fear of getting scolded by parents or fear of getting fired at work).

#### Fear



The consequences of not performing to the expectations of our decision makers often leads to our forced actions.

- It prevents losses by meeting deadlines. In the short run, the person's performance may improve.
- We learn from history that the pyramids were built by slaves. They had to be constantly watched and reprimanded for nonperformance.

### The disadvantages of fear motivation are:

- It is external, which means the motivation is there while the motivator is there. When the motivator goes, the motivation also goes.
- It causes stress.
- Performance is limited to compliance.
- In the long run, performance goes down.
- It destroys creativity.
- People get used to "the stick" and then a bigger stick is needed.
- People who do just enough to get by so they don't get fired will never be valuable to any organization.



A customer asked an employee, "When did you start working here?" He replied, "Ever since they threatened to fire me."

### Incentive Motivation



External motivation can also take the form of incentives, bonuses, commission, recognition and so forth.

The major advantage of incentive motivation is that it works very well as long as the incentive is strong enough. Think of a donkey with a carrot dangling in front and pulling a cart behind. Incentive motivation will work if the donkey is hungry enough, the carrot is sweet enough, and the load light enough.

From time to time, you have to let the donkey take a bite of the carrot; otherwise it is going to get discouraged. After the donkey takes a bite, its stomach is full, and you need to wait for the donkey to get hungry again before it will pull the cart. This same cycle is typically seen in our business environment. The moment sales people meet their quotas they stop working. This is because their motivation is limited to meeting their quotas. That is external motivation, not internal.

### Well....

There was a young boy who came regularly to soccer practice but never made it to the starting team. While he was practicing, his father would sit at the far end of the field, waiting for him. The matches began and for four days, the boy didn't show up for practice or the quarter- or semi-finals. He appeared for the final game, went to the coach and said, "Coach, you have always kept me in the reserves and never let me play in the games. But today, please let me play." The coach said, "Son, I'm sorry, I can't let you. There are better players than you and besides, it is the finals; the reputation of the school is at stake and I cannot take a chance on you."

The boy pleaded, "Coach, I promise I will not let you down. I beg of you, please let me play." The coach had never seen the boy plead like this before. He said, "Okay son, go play. But remember, am going against my better judgment and the reputation of the school is at stake. Don't let me down."

The game started and the boy played like a house on fire. Every time he got the ball, he shot a goal. Needless to say, he was the star of the game. His team had a spectacular win.

When the game finished, the coach went up to him and said, "Son, how could I have been so wrong? I have never seen you play like this before. What happened? How did you play so well?"



The boy replied, "Coach, my father is watching me today." The coach turned around and looked at the place where the boy's father used to sit. There was no one there. He said, "Son, your father used to sit there when you came for practice, but I don't see anyone there today."

**"The boy replied, "Coach, there is something I never told you. My father was blind. Just four days ago, he died. Today is the first day he is watching me from above."**

**Internal motivation comes from within, such as pride, a sense of achievement, responsibility and belief.**

Internal motivation is the inner gratification, not for success or winning, but for the fulfillment that comes from having done it. It is a feeling of accomplishment, rather than just achieving a goal. Reaching an unworthy goal does not produce the gratifying feeling. Internal motivation is lasting, because it comes from within and translates into self-motivation.

Motivation needs to be identified and constantly strengthened to succeed. Write down your goals. Keep them in front of you and read them morning and evening.

**The two most important internal motivators are recognition and responsibility.**

Recognition means being appreciated; being treated with respect and dignity; and feeling a sense of belonging.

Responsibility gives a person a feeling of belonging and ownership. He then becomes part of the bigger picture. Lack of responsibility is de-motivating. Recognition is external because it originates from outside, through its manifestations (feelings) are internal.

**Responsibility is internal as it originates from within.**



### Example:

Take the case of Anu, a customer service representative who had been on the job for six years, a relatively long time in a job that had a high turnover rate. Anu liked her job- she liked talking with customers and being a problem solver. What she didn't like was the fact that most of the other customer service reps, who had been there less than two years, were on equal footing with her. She was frustrated and discouraged that many of the other reps were not willing to listen to her suggestions. When

they did have a problem, they'd go to the manager for help even though the manager didn't have the front-line experience that Anu did.

The manager began to notice that while Anu's performance wasn't bad, it wasn't as good as it had been, and she no longer seemed to be happy with her job. Not wanting to lose such a valuable employee, the manager gave Anu a raise. But her attitude about the job did not change. While more money is always nice, what Anu was looking for was respect. When the manager finally spent some time talking with Anu and discovered the source of her dissatisfaction, the manager gave **Anu the title of supervisor and told the other reps that all problems were to go through Jill.** Jill's increased responsibility fueled her need for respect and her performance immediately improved.

Monetary rewards are temporary and short-lived; they are not gratifying in the long run. In contrast, seeing an idea being implemented can be emotionally gratifying by itself. People feel that they are not being treated like objects. They feel part of a worthwhile team. The reward of doing the right thing by itself is motivating.

A beggar was sitting at a train station with a bowl full of pencils. A young executive

passed by and dropped a dollar into the bowl, but didn't take any pencils. He then boarded the train. Just before the doors were to close, the executive suddenly exited the train and went back to the beggar. He grabbed a bunch of pencils, and said, "I will take some pencils. They are priced right. After all, you are a business person and so am I," and he dashed back on to the train.

Six months later, the executive attended a party. The beggar was also there, dressed in a suit and tie. The beggar recognized the executive, went up to him, and said, "You probably don't recognize me, but I remember you." He then narrated the incident that had happened six months before. The executive said, "Now that you remind me, I do recall that you were begging. What are you doing here in a suit and tie?" The beggar replied,

"You probably don't know what you did for me that day. Instead of giving me charity, you treated me with dignity. You grabbed the bunch of pencils and said, 'They are priced right. After all, you are a businessperson and so am I.' after you left, I thought to myself-what am I doing here? Why am I begging? I decided to do something constructive with my life. I packed my bag, started working and here I am. **I just want to thank you for giving me back my dignity. That incident changed my life.**"

WHAT changed in the beggar's life? What changed was that his self-esteem went up and so did his performance. This is the magic of self-esteem in our lives. Simply, self-esteem how we feel about ourselves.

Here is a story of two brothers. One was a drug addict and a drunk who frequently beat up his family. The other was a very successful businessman who was respected in society and had a wonderful family. How could two brothers raised by the same parents, brought up in the same environment, be so different?

The first brother was asked, "What makes you do what you do? You are a drug addict, a drunk, and you beat your family. What motivates you?" He answered, "My father. My father was a drug addict, a drunk and he beat his family. What do you expect me to be? That is what I am."

The second brother was asked, "How come you are doing everything right? What is your source of motivation?" And guess what he said? **"My father. When I was a little boy, I used to see my dad drunk and doing all the wrong things. I made up my mind that that is not what I wanted to be."**

Both brothers derived their motivation from the same source, but one was using it positively and the other negatively. Negative motivation brings the desire to take the easier way that ends up being the tougher way.

## ON THE JOB: THE FOUR STAGES FROM "MOTIVATION TO DEMOTIVATION"

When people start a job, they often move through stages of motivation and competence.

### Motivated Ineffective

When is an employee most motivated in the cycle of employment? When he joins an organization. Why?

Because he wants to prove that by hiring him, the employer made the right decision. He is motivated but because he is new to the environment. But he does not know what to do, so he is ineffective.

This is the stage when the employee is most open-minded, receptive and easy to mould to the culture of the organization. Training and orientation become imperative.

Unprofessional organizations have no, or very poor, orientation programs. The first day at the job, the supervisor shows the new employee his place of work and tells him what to do and leaves. He teaches all the bad along with the good that he is doing. The new employee quickly learns all the mistakes the supervisor is making because that is what he has been taught. The organization loses the opportunity to mould the individual to its culture.

Professional organizations on the other hand, take special care to induct people into their organizations. They explain to them, among other things, the following:

- The hierarchy
- Expectations of each other
- Do's and don'ts
- Parameters and guidelines
- What is acceptable and what is not .
- The resources

How can one expect performance unless expectations are made clear up front? If induction and orientation are done well, many potential problems would not surface at all.

### Motivated Effective

This is the stage when the employee has learned what to do and does it with drive and energy. He has learned the trade and it reflects in his performance. Then he moves on to the next stage.



## Demotivated Effective



After some time the motivation level goes down and the employee starts learning the tricks of the trade. This is the stage when the employee is not motivated. He continues doing just enough so that the employer has no reason to fire him but he is really not motivated.

This stage is detrimental to growth-most people in organizations fall into this third stage. A motivated professional learns the trade and leaves the tricks to cheats and crooks, but a demotivated employee starts sabotaging the company. His performance is marginal. He makes fun of the good performers. He rejects new ideas and spreads the negativity all around.

Our objective is to bring them back to the second stage of motivated effective through training. An employee ought not to stay in the third stage too long; because from here either they move back to the second stage, which is being motivated and effective, or they move into the fourth stage.

### Demotivated Ineffective

At this stage, the employer does not have much choice but to fire the employee, which may be the most appropriate thing to do anyway at this point.

Remember employers want the same thing as employees do. They want to succeed and improve business, and if employees help in this objective, then they make themselves valuable and achieve their own success.

### Demotivating Factors

#### Why do people move from initially motivated stage to demotivated?

Some of the demotivating factors are:

- Unfair criticism
- Negative criticism
- Public humiliation
- Rewarding the non-performers (which can be demotivating for the performers)
- Failure or fear of failure



- Success (which leads to complacency)
- Lack of direction
- Lack of measurable objectives
- Low self-esteem
- Lack of priorities
- Negative self-talk
- Office politics
- Unfair treatment
- Hypocrisy
- Poor standards
- Frequent change
- Responsibility without authority

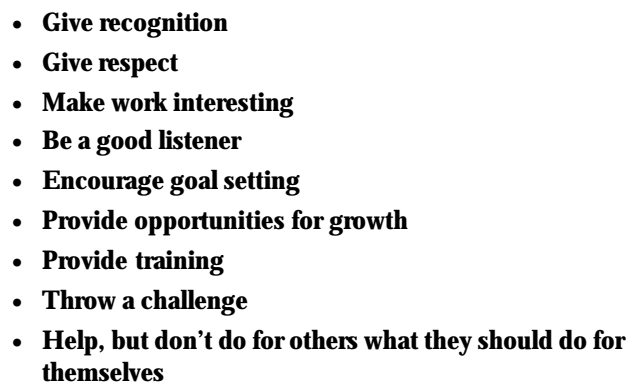
A satisfied person is not necessarily a motivated person. Some people are satisfied with very little. In this case, satisfaction may lead to complacency. Motivation comes from excitement and excitement does not come unless there is full commitment.

New methods of motivation will not work till the demotivating factors are removed. Many times, just removing the demotivating factors can spark motivation.

### Motivators

What we really want to accomplish is self-motivation, when people do things for their own reasons and not yours. That is lasting motivation.

Remember the greatest motivator is belief. We have to inculcate in ourselves the belief that we are responsible for our actions and behavior. When people accept responsibility, **everything improves: quality, productivity, relationships and team-work.**

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## LESSON 3

### HONOURABLE CHARACTER

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- Choose your direction based on values - Do the right thing for the right reasons. Practice goodwill because that is the right thing to do.
- Live by the philosophy - always give more than expected - go the extra mile. Always give more than you get paid for.
- Keep your commitments.



#### **Contents:**

Tips to build honourable character

#### **Learning objective:**

To build strong character

#### **Rules to live by, for building an honourable character**

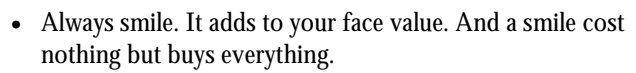
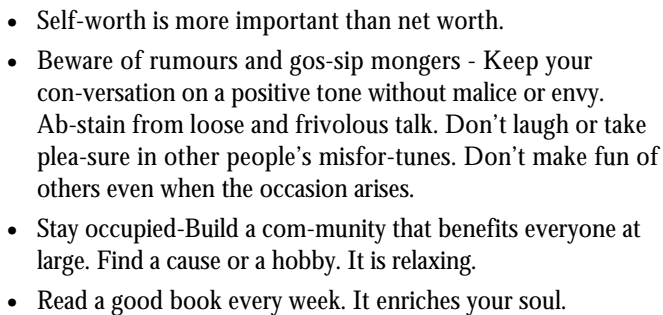
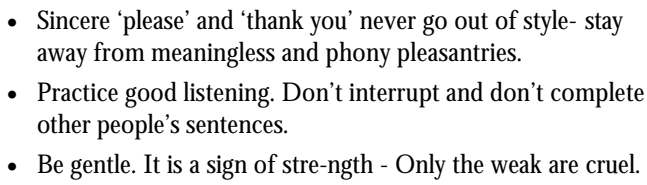
- Choose your friends carefully - You reveal your character not only by the company you keep, but by the company you avoid.
- Remember, Friendship is not for sale.
- Associate with people of the highest character.
- Become labeled as trustworthy-a person of integrity.



- Don't let people down.
- Seek responsibility, not control.
- Find happiness by helping others - Go out of your way to do something for somebody.
- Learn to maintain confidentiality - Do not disclose anything told in confidence.
- Don't speak ill of people behind their backs - the habit of backbiting shows poor character.
- Constantly strive to keep your conscience alive.
- Don't pre-judge people-Get all the facts. We accept or reject people based on their lifestyles. Lifestyles can be deceptive.
- Be yourself. Don't pretend. Avoid being a phony - but this does not mean you show your worst side. Don't take pride in your negatives.
- Strive to improve but don't put yourself down.
- Help others. You won't succeed because others fail.



- Don't cheat
- Don't steal-Never take anything without asking.
- Borrowing without permission is stealing.

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## LESSON 4

### SELF ESTEEM

#### Contents:

Self esteem, difference between being touchy and being sensitive, building self confidence, turning weaknesses into strengths.

#### Learning Objective:

To learn to live with confidence and self respect.



Our opinion of ourselves critically influences every-thing, from our performance at work, our relationships and our role as parents, to our accomplishments in life.

Self-esteem is a major component in determining success or failure.

High self-esteem leads to a happy, gratifying and purposeful life. Unless you perceive yourself as worthwhile, you cannot have high self-esteem. Self-esteem gives you internal drive. All great world leaders and teachers throughout history have concluded that one must be internally driven in order to be a success.

People with high self-esteem grow in conviction, competence and willingness to accept responsibility. They face life with optimism, have better relationships and more fulfilling lives. They are motivated and ambitious. They are more sensitive. Their performance and risk-taking ability go up. They are open to new opportunities and challenges. They can give and receive criticism and compliments, tactfully and with ease.

Self-esteem is a feeling that comes from the awareness of what is good and having done it.

#### Self-Esteem is Our Self-Concept

There is a story about a farmer who planted pumpkins on his land. For no reason, he put a small pumpkin, hanging by the vine, into a glass jar.

At harvest time, he saw that the pumpkin had grown, equivalent only to the shape and size of the jar. Just as the pumpkin

could not grow beyond the boundaries restricting it, you cannot perform beyond the boundaries of your self-concept, whatever those boundaries may be.

#### Advantages of high self-esteem:

There is a direct relationship between people's feelings and their productivity. High self-esteem is evident in respect for one's self, others, property, law, parents and one's country. The reverse is also true.

#### High Self-Esteem:

- Builds strong conviction.



- Creates willingness to accept responsibility.
- Builds optimistic attitudes.
- Leads to better relationships and fulfilling lives. . Develops a caring attitude and makes a person more sensitive to others' needs.
- Makes a person self-motivated and ambitious.
- Makes a person open to new opportunities and challenges .
- Improves performance and increases risk-taking ability.
- Helps a person give and receive both criticism and compliments tactfully and easily.
- Prefers loss of business to loss of credibility because they realize that one cannot put a price on one's credibility.

#### Low Self-Esteem

How do we recognize poor self-esteem? What are the behavior patterns of a person with poor self-esteem? The following is a brief list that is not all inclusive but is indicative.

- They are generally gossipmongers.
- They have a critical nature. They criticize as if there is a contest going on to see who can criticize the most.



- They are concerned about egos-they are arrogant-and pretend they know it all. People with low self-esteem are generally difficult to work with and work for. They tear down others to get a feeling of superiority.
- They are closed minded and self-centered.
- They constantly make excuses-always justifying failures.
- They never accept responsibility-always blaming others.
- They have a fatalistic attitude-they have no initiative and always wait for things to happen.
- They are jealous by nature. They are unwilling to accept positive criticism.
- They become defensive. . They are bored and uncomfortable when alone.
- Poor self-esteem leads to a breakdown in decency.
- People with low self-esteem don't know where to draw the line-where decency stops and vulgarity starts. It is not unusual for people to tell jokes at social get-togethers, but with every drink, the jokes get dirtier and dirtier.
- They don't have genuine friends because they are not genuine themselves.
- They make promises they know they are not going to keep. A person with low self-esteem would promise the moon to make a sale. Promises not kept lead to loss of credibility.
- Their behavior is senseless and erratic. They swing from one end of the pendulum to another. They may be all sugar and honey today, but the same people may be out to cut your throat tomorrow. They lack balance.
- They alienate people and tend to be lonely.
- They are touchy by nature-this is called the fragile ego. Anytime something is said, a person with a fragile ego takes it personally and gets dejected.

## What is the difference between being touchy and being sensitive?

Touchiness is the cactus approach: Touch me and I will hurt you.

Being sensitive is the positive approach, the caring approach. Many times the two are used interchangeably. People say be careful when talking to so and so, he or she is very sensitive. What they are really saying is that the person is touchy, so be careful.

1. They *have negative* expectations of themselves and others *and* are *seldom* disappointed in those expectations.
2. They lack confidence.
3. They constantly seek approval and validation from others. Seeking approval is different from seeking a second opinion, which really means consultation.
4. They brag about themselves-a sign of lack of confidence.
5. They exhibit submissive or timid *behavior*. These are the people who constantly apologize for their existence. They are always putting themselves down, which is different from being humble. Humility comes from confidence whereas putting yourself down comes from lack of it. A person who lacks confidence cannot be an effective leader. Others sense this lack of confidence, which results in a lack of respect.
6. They lack assertiveness. People with low self-esteem are not willing to stand up for their beliefs. On the other hand, being unduly aggressive is also a sign of poor self-esteem. Being aggressive in situations that require compassion does not amount to assertiveness.
7. Their lack of confidence results in conformist behavior. The thinking is, if everybody is doing it, then I should too. Every day we see people giving in to peer pressure, knowing fully well what they are doing could be detrimental to themselves or others, yet they do it to be accepted. People with low self-esteem are looking for outside validation because they lack confidence in themselves.
8. They try to live with the society's trends rather than their own beliefs. When people buy houses, cars and other possessions, and participate in activities to impress others, they often spend money they haven't earned and buy things they don't need or like. All of this is an attempt to impress others - others whom they don't necessarily like or admire.
9. They exhibit Non-conformist or attention-seeking behavior.



In order to gain attention, people with poor self-esteem might do senseless things just to stand out and be noticed. They get a “kick” and a sense of importance from perversion. Some people choose to do wrong and be wrong just to be different and gain attention. Examples are people who brag excessively, the classroom clown, people who dress flamboyantly, and so forth.

10. They are indecisive and do not accept responsibility. Lack of courage and fear of criticism lead to indecisive behavior.
11. They rebel against authority. There is a difference between rebelling out of the courage of one's convictions and rebelling because of poor self-esteem. All the great world leaders, such as Subhash Chandra Bose, Mahatma Gandhi, Martin Luther King and Abraham Lincoln were rebels. They rebelled against authority out of the courage of their convictions; a person with low self-esteem rebels against authority just because it is authority, even when the authority is right.
12. They are anti-social and may be withdrawn. . They lack a sense of direction and have an “I don't care” attitude that is reflected in their behavior.
13. They have a hard time giving or receiving compliments. In giving they feel they might be misconstrued and in receiving they feel they are undeserving. Feeling unworthy is not humility.
14. They place too much emphasis on material things. People with poor self-esteem judge your worth by your possessions, not by who you are. They look at what kind of car you drive, what kind of home you live in, and what kind of clothes and jewellery you wear.



They forget that people make things and not vice versa. People with poor self-esteem place more emphasis on net worth than self-worth. Designer labels are their status symbols. Take away their possessions and they will die of shame. They get into a rat race. As a popular modern saying goes, “The problem with the rat race is that even if you win, you are still a rat.”

15. They show a lack of pride in themselves- they are uncouth.

16. They are takers, not givers.

Low self-esteem could lead to extremes of behavior. A person with high self-esteem could choose identical behavior for different reasons. He may be alone because he prefers solitude, whereas a person with low self-esteem prefers to be alone because he is uncomfortable amidst ill groups.

## Comparative characteristics of people with high and low self-esteem:

### High Self-Esteem

- Talk about ideas
- Caring attitude
- Humility
- Respects authority, Courage of conviction, Confidence
- Concerned about character Assertive
- Accepts responsibility Self-interest
- Optimistic
- Understanding
- Willing to learn

### Low Self-Esteem

- Talk about people
- Critical attitude
- Arrogance
- Rebels against authority Goes along to get along Confusion
- Concerned about reputation Aggressive
- Blames the whole world Selfish
- Fatalistic
- Greedy
- Know it all
- Touchy
- Lonely
- Argue

The objective of this list is to provide a basis for self-evaluation , not to produce guilt. It is not necessary to have all the high self-esteem traits. Some characteristics may be present to a greater or lesser degree. So long as we are able to recognize our goals, we can make an effort to improve ourselves.



### Why pretend?

- What are we trying to prove?
- What do we want to accomplish?
- Why do we need to lie?

- Why look for feelings of false importance?

**All of these types of behavior comes from insecurity and poor self-esteem.**

### Why Pretend?

Our character can be judged by everything we do or don't do, like or don't like. **Our character is revealed by:**

- The kind of company we keep or avoid.
- How we treat others. Especially our subordinates, the elderly and the disabled.



- Our choice of books, music and movies.
- The kind of jokes we tell or laugh at.

Every action of ours gives us away anyway, so why pre-tend? I believe that if a person lives with conviction, sensitivity and cooperation, he can move others with his effort. That person becomes worthy of self-respect.

### Positive Self-Esteem

- self-respect
- self-confidence
- self-worth
- self-acceptance
- self-love
- self-knowledge
- self-discipline

### Negative Self-Esteem

- self-put-down.
- self-doubt
- self-abuse
- self-denial
- self-centeredness
- self-deceit
- self-indulgence

Self-esteem is the way we feel about ourselves. Self-image is the way we see ourselves. When we feel good the world looks nice, productivity goes up and relationships are a lot better. The reverse is just as true.

High self-esteem does not mean having a big ego. Unless a person is at peace with himself, he cannot be at peace with others, just as we cannot give to others what we don't have. Unless we possess the components of self-esteem, we cannot share it with others. We need to first evaluate ourselves honestly and put ourselves in order. Even in an aircraft, the safety instructions tell you to put on your oxygen mask first before helping your child. This is not selfishness. You need to be strong physically to help others physically and you need to be strong emotionally before you can give to others emotionally.

### Causes of Low Self Esteem

We start forming our self-esteem, positive or negative, from the day we are born. We develop feelings about ourselves that are reinforced by others.

### Negative Self-Talk or Negative Auto-suggestions

Negative self-talk is when we say to ourselves, consciously or unconsciously, statements such as:

- I have a poor memory.
- I'm not good at math.
- I'm not an athlete.
- I'm tired.

Such statements only reinforce the negative and put us down. Very soon our minds start believing these statements and our behavior changes accordingly. They become self-fulfilling prophecies.

### Environment - Home

The greatest gift a parent can give his children are roots. The best part of a family tree is the roots. Noticing a little boy's courteous and polite behavior, the teacher asked, "What taught you to be so courteous and polite?" He replied, "No one. It just runs in our family."

### Upbringing



In order for our children to turn out well, we need to spend twice the time and half the money. It is less painful to learn in youth than be ignorant as adults?

Parents with high self-esteem, breed confidence and high self-esteem in their children by giving them positive concepts, beliefs and values. The reverse is also true. It is a great heritage to have honest parents. Parents who participate in crooked business



deals unfortunately set bad examples for their future generations.

A strong role model or mentor could be a parent, relative or teacher who is held in high regard. During their formative years, children look up to adults in positions of influence. Even as adults, we look to our supervisors and managers as role models.

### What Makes a Child Delinquent?

- Teach him to put a price tag on everything and he will put his integrity for sale.
- Teach him never to take a stand and then he will fall for anything.
- Make him believe that winning is not everything, that it is the only thing and he will make every effort to win by hook or by crook.
- Give a child everything he wants right from infancy and he will grow up believing that the world owes him a living and everything will be handed to him on a platter.
- When he picks up bad language/ laugh at him. This will make him think he is cute and he has just performed a credible deed that needs to be repeated.
- Don't ever give him any moral or ethical values. Wait until he is 21 and let him "determine his own."
- Give him choices without direction. Never teach him that every choice has a consequence.
- Never tell him he is wrong, he might develop a complex. This will condition him to believe that society is against him when he gets arrested for doing something wrong.
- Always pick up things that he leaves lying around-books, shoes, clothes and so on. Do everything for him so that he will learn to push all responsibilities onto others.
- Let him read, watch and hear anything he wants. Be careful what he feeds his body, but let his mind feed on garbage.
- In order to be popular with his peers, he must go along to get along.
- Quarrel frequently when he is present. This way he won't be surprised when things fall apart at home.
- Give him as much money as he wants. Never teach him respect for the value of money. Make sure he does not have things as tough as you did.
- Provide instant gratification for all sensual desires such as food, drink and comfort. Deprivation can cause frustration.
- Side with him against neighbors and teachers, as they are prejudiced against him.
- When he gets into real trouble, excuse yourself by anything with him."
- Don't put your foot down because you believe discipline takes away freedom.

## Building Self- Confidence



A young couple used to leave their daughter at a day-care center every day before going to work. As they parted company, the parents and child kissed each other's hands and then put the kisses in their pockets. All during the day when the little girl got lonely she would take out a kiss and put it on her cheek. This little routine made them feel together even though they were physically apart. What a wonderful thought.

### Education



Being ignorant is not shameful, but being unwilling to learn is. Role models can teach through example.

Children who are taught the importance of integrity during their formative years generally don't lose it. It becomes a part of life, which is what we are looking for in any professional, whether a contractor, attorney, accountant, politician, police officer or judge. Integrity is a lot stronger than honesty. In fact it is the foundation of honesty.

Youth are impressionable. When they see their mentors-such as parents, teachers or political leaders—cheating with pride or bragging about petty dishonesty such as stealing a towel in a hotel or cutlery from the restaurants, the following happens:

- They are disappointed.
- They lose respect for their mentors.
- Constant exposure encourages acceptance in them.
- Poor Role Models

A schoolteacher asked a little boy what his father did for a living. The boy replied, "I'm not sure, but I guess he makes pens, pencils, light bulbs, toilet paper rolls, because that is what he brings home every day in his lunch box."

### Making Unfair Comparison

Fair comparisons are okay, but unfair comparisons make a person feel inferior. Comparing yourself to others basically brings out the competitive spirit to outperform the next person. People with high self-esteem don't compete with others; instead, they improve their own performance. They compete against themselves. They compare their performance against their capabilities.

### Failure or Success: A Ripple Effect



There is a lot of truth in the statement, "success breeds success and failure breeds failure." In sports, we often see that whenever the champion's morale is low—and it does get low at some point—the coach will never put him up against a good fighter because if he suffers one more defeat, his self-esteem will go even lower. To bring his self-confidence back, the coach pits him against a weaker opponent and that victory raises his self-esteem. A slightly stronger opponent is next and that victory brings up the *level* of confidence, and on and on until the day comes when the champion is ready to face the ultimate challenge.

With every success, self-confidence goes up and it is easier to succeed the next time. For this reason, any good leader, be it a parent, teacher or supervisor, would start a child off with easy tasks. With every successful completion, the child's level of confidence and self-esteem goes up. Add to that positive strokes—encouragement, and this will start solidifying positive self-esteem. Our responsibility is to help break the chain of failure and put ourselves and our children into the chain of success.

### Confusing Failing with Failure

#### "Success is 99 percent failure"

When people fail in any particular event, most get so disheartened that they start looking at themselves as failures, not realizing that failing does not equal failure. I might have failed but I am not a failure. I may be fooled but I am not a fool. You are a failure only when you quit.

### Unrealistic Expectations of Perfection:

#### by Parents, Teachers and Supervisors

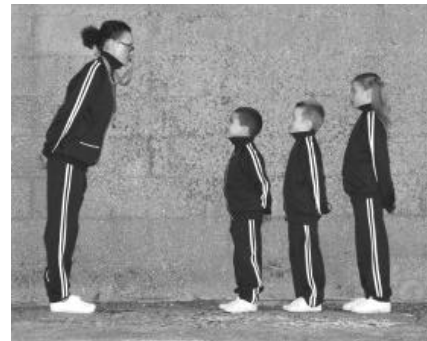
Suppose a child comes home with a report card with five As and one B usually the first thing his parents will say is, "Why the B?" Should the parents congratulate the child for the B and accept a lower standard? Not at all.

What the child is really looking for is acknowledgment and encouragement for the effort in getting the five As. Parents, after acknowledging and praising the As, can make clear their expectations of seeing all six As and offer help if needed. If we lower our standards, the chances are pretty good that the performance next time would drop to those expectations.

Similarly at work, an employee can do hundred things right and one thing wrong. Guess what the boss chooses to comment on. Acknowledge the positive, but don't lower your standards.

### Lack of Discipline

#### What is Discipline?



Does discipline mean corrective action after a problem occurs or a wrong is done? Is it imposition? Is it abuse? Does it take away freedom?

The answer is none of the above. Discipline does not mean that a person takes a belt and beats up kids. That is madness. Discipline is loving firmness. It is direction. It is prevention before a problem arises. It is harnessing and channeling energy for great performance. Discipline is not something you do to others, but something you do for those you care about.

Discipline is an act of love. Sometimes you have to be unkind to be kind: Not all medicines are sweet, nor all surgeries painless, but we have to use it. We need to learn from nature. We are all familiar with that big animal, the giraffe. A mama giraffe gives birth to a baby giraffe standing. All of a sudden, the baby falls on a hard surface from the cushion of mama's womb, and sits on the ground. The first thing mama does is to get behind the baby and give him a hard kick. The baby gets up, but his legs are weak and wobbly and the baby falls down. Mama goes behind again and gives him one more kick. The baby gets up but sits down again. Mama keeps kicking till the baby gets on its feet and starts moving. Why? Because mama knows that the only chance of survival for the baby is to get on its feet—otherwise it will be eaten by predators.

The question to you is: Is this an act of love? You bet it is.

*Children brought up in a loving, disciplined environment end up respecting their parents more and become law-abiding citizens. The reverse is just as true.*

*If discipline were practiced in every home, juvenile delinquency would be reduced by 90%.*

Good parents are not afraid to enforce discipline because of momentary dislikes by children.

### “Discipline Gives Freedom”



Our instinct is to do whatever we want regardless of the consequences. Allowing a child to eat a box of chocolates could lead to sickness. On the other hand, the discipline of eating one or two pieces a day produces an enjoyable experience for a longer time.

There is a misconception that freedom means doing your own thing. One cannot always have what one desires. Many times it is not easy to comprehend the benefits of good values and discipline. It may even seem more profitable, enjoyable and convenient to do otherwise. All we need to do is see countless instances where lack of discipline has prevented people from succeeding.

Rather than the restraints of discipline pulling us down, discipline is really taking us up. That is what discipline is all about.

A boy was flying a kite with his father and asked him what kept the kite up. Dad replied, “The string.” The boy said, “Dad, it is the string that is holding the kite down.” The father asked his son to watch as he broke the string.

Guess what happened to the kite? It came down. Isn’t that true in life? Sometimes the very things that we think are holding us down are the things that are helping us fly. That is what discipline is all about. It is very important to balance your life with discipline as the guideline.

### I Want to Be Free



We hear this phrase all the time: “I want to be free.” If you take the train off the track, it is free, but where does it go? If everyone could make their own traffic laws and drive on any side of the road would you call that freedom or chaos? What is missing is discipline. By observing the rules, we are actually gaining freedom.

### Discipline is Loving Firmness

#### Parenting is Not a Popularity Contest

A judge, when sentencing a man for robbery, asked if he had anything to say. The man replied, “Yes your honor. Please sentence my parents to jail also.” The judge asked, “Why?” The prisoner answered, “When I was a little boy, I stole a pencil from school. My parents knew about it but never said a word. Then I stole a pen. They knowingly ignored it. I continued to steal many other things from the school and the neighborhood till it became an obsession. They knew about it, yet they never said a word. If anyone belongs in jail with me, they do.”

He is right. Although it does not absolve him of his responsibility, the question is did the parents do their job right? Obviously not.

Giving choices to children is important, but choices without direction result in disaster. Complete mental and physical preparation is the result of sacrifice and self-discipline. It is very important that parents spend quality time with their children and teach them the right balance of values and discipline, so that these become the base for one’s life.

#### Ask yourself: Without discipline,

- Can a captain run a ship effectively?
- Can an athlete win a game?
- Can a violinist play well at a concert?

The answer is, **“Of course not”** To each of the above questions. Why then do we question today whether discipline is necessary in matters of personal conduct or to achieve any standard? It is absolutely necessary.

Today the philosophy is: "If it feels good, do it." Many parents innocently say, "I don't care what my kids do so long as it makes them happy. That is all that matters." I ask them, "Wouldn't you want to know what makes them happy?" If beating people up on the streets and taking their things away are what make them happy, there is a word in the English language for them, it is called 'sadism'.

How and where we derive our happiness from is just as important as the happiness itself. It is a result of our values, discipline and responsibility.

We keep hearing "do what you like." The reverse is just as true. Like what you do. Many times we need to do what ought to be done whether we like it or not

A mother comes home after a long day's work, takes care of the household chores, looks after the baby and goes to sleep exhausted. In the middle of the night the baby cries. Does mama feel like getting up? No, but she gets up anyway. Why? For three reasons:



- Love
- Duty
- Responsibility

We cannot live our lives by emotions alone. We need to add discipline, no matter what age we are. Winning in life comes when we do not succumb to what we want to do but do what ought to be done. That requires discipline.

### Labeling and Put-Downs by Parents, Teachers and Supervisors



Have you heard some parents playfully or affectionately calling their kids "dummy" and "stupid"? Labels stick for life. When the kids grow up they will be sure to prove the parents right. Labels do not only stick for life but for generations. The caste or the class system in India is a prime example of how labeling can hurt. Upper caste or lower caste, upper class, middle class, lower class. "If it is not a label, what is it?"

Common put-downs parents say to their kids are:

- You are dumb.
- You never do anything right.
- You will never amount to anything.

### Teaching the Right Values

Many times, inadvertently and innocently, we end up teaching wrong values within our families and organizations. For example, we tell our children or staff to lie for us.

- Tell them I am not here.
- The cheque is in the mail.

We all look to our parents, teachers and supervisors to teach us integrity. And many times we are disappointed. Practicing these petty lies turns a person into a professional liar. When we teach others to lie for us, a day will come when they will lie to us too.

For example, a secretary calls in sick when she really wants to go shopping. Maybe the boss gave her enough practice lying for him that she has become an expert in lying to him. Remember, life has a boomerang effect; you always get back what you give!

### Building Positive Esteem



### Turn Scars Into Stars

Read the life histories of people who have turned a negative into a positive, adversity into advantage, stumbling blocks into stepping-stones, crisis into an opportunity. They refuse to let disappointment and failures pull them down.

Beethoven composed some of the best music. What was his handicap? He was deaf. Unbelievable, but true. Milton wrote some of the best poetry written on nature. What was his handicap? He was blind. One of the greatest world leaders was US President Franklin D. Roosevelt. What was his handicap? He served from a wheelchair.

## Learn Intelligent Ignorance

Education teaches us what we can do and also teaches us what we cannot do.

Let your imagination run beyond academic limitation. Education teaches us what can be done and sometimes also teaches us false limitations.

### THE BUMBLEBEE

We need to learn from nature. According to scientists, the bumblebee's body is too heavy and its wingspan too small for it to be able to fly. But the bumblebee doesn't know that and it keeps flying.

When you don't know your limitations, you go out and surprise yourself. In hindsight, you wonder if you had any limitations to begin with. The only limitations person has are those that are self-imposed. Don't let education put limitations on you.

## Do Something for Others Who Cannot Repay You in Cash or Kind

Dr. Karl Menninger, a world-renowned psychiatrist, was once asked, "What would you advise someone if you knew that person was *going* to have a nervous breakdown?" The audience expected Dr. Menninger to advise consulting a professional. But he didn't. He *said*, "I would advise that person to go to the other side of town, find someone in need, and help that person. By doing that, we get out of our own way." A lot of times we get in our own way, don't we?

Be a volunteer. It builds self-worth. Helping others as you would expect others to help you, gives a *feeling of gratification*. The process of giving without having expectations or getting anything in return raises one's self-esteem. A healthy personality has the need not only to get but also to give.

## Learn to Give and Receive Compliments

Don't miss out on any opportunity to give sincere compliments. The key word is sincerity. When someone compliments you, acknowledge it graciously and gracefully with two words, "Thank you." That is a sign of humility.

## Accept Responsibility

We need to accept responsibility for our behavior and our actions and insulate ourselves from excuses. Don't be *like* the student who failed just because he didn't like the teacher or the subject. Who is he hurting the most? We have to accept responsibility and stop blaming others. Then, and only then, will productivity and quality of life improve.

Excuses make the problem worse than the problem itself.

We owe responsibility

- To self
- To family
- To work
- To society
- To the environment



We can add to the greenery by planting trees, stopping soil erosion and preserving natural beauty.

We cannot live as if we have another earth we can move to. On a daily basis, we need to do something that makes this world a better place to live. We are custodians for the future generations. If we do not behave responsibly, how can future generations forgive us?

If the average life expectancy of a person is 75 years and if you are 40 years old, you have 365 days x 35 years, to **live**. Ask yourself this question: What are you going to do with this time? When we accept or add responsibility, we make ourselves more valuable.

## Practice Discipline

Self-discipline does not kill joy but builds it. You see people with talent and ability, and yet they are unsuccessful. They are frustrated and the same behavior often affects their business, their health, and their relationships with others. They are dissatisfied and blame it on luck without realizing that many problems are caused by lack of discipline.

### Set Goals

Well-defined goals *give a person a sense of direction*, a feeling of accomplishment when he reaches his goals. More important than goals is a sense of purpose and vision. They give meaning and fulfillment to life.

What we get upon achieving our goals is a lot less important than what we become. It is the process of becoming that gives us a good feeling. That is what self-esteem is all about.

In goal-setting, we need to be realistic. Unrealistic goals remain unaccomplished, leading to poor self-esteem, whereas *realistic goals* are encouraging and build high *self-esteem*.

Associate with People of High Moral Character

Associate yourself with people of good quality if you esteem your reputation, for it is better to be alone than to be in bad company.

## Test of Friendship



Negative influences come in the form of peer pressure.

If I ever saw that a friend had had one drink too many, I would put my foot down and not let him drive. I would rather lose the friendship than lose a friend.

It is common to see people doing wrong things to get accepted, saying, "it is cool," not realizing they will be left cold.

What starts as peer pressure may be in reality a test of friendship. Where will they be when you are in trouble? How far will they go to help you? And the biggest question is: If they don't have the character today, how will they have the character tomorrow to help you? Associating with people of high moral character helps build self-esteem.

### Peer Pressure

When the desire to belong to the herd becomes stronger than the desire to stand up for what is right, it is evident that what is lacking is courage and character. Going along to get along is a safer path, keeps one's peers happy, and one does not risk being laughed at. That is where people with high self-esteem draw the line.

**That is what separates the men from the boys.**

### Moderation

Many people say, "Moderation is OK. I try a little and quit" The question is, "In moderation, is it really okay?"

- To cheat?
- To lie?
- To steal?
- To take drugs?
- To have illicit affairs?

Some people frequently rationalize, "I can quit whenever I want." They don't realize that negative influences are more powerful than will power.

### Become Internally Driven, Not Externally Driven

One day, if someone gets up on the right side of the bed and calls me and says, "You are the greatest person on earth. You are doing a great job and I want you to know I am honored to call you a friend," I know he is sincere. How does it make me feel? Great. But the next day, he gets up on the wrong side of the

bed, picks up the phone and says, "You rascal, you cheat, you crook! You are the biggest fraud in town." How does it make me feel? Terrible.

So the first day when he says "you are the greatest guy," I feel great and the next day when he says "you rascal," I feel terrible. Who is controlling my life? Obviously, he is. Is that the way I want to go through life? Not at all. That is being externally driven.

I want to be internally driven. When he calls me and says I am the greatest guy, it is good to hear those words. But even if he doesn't say those words, in my own estimation, I am still a good human being. And the next day when he rips me apart, while his words may initially sting, he can't bring me down, because in my own estimation, I am a good human being. When a person makes statements like, "You make me angry," the focus of control is external. But if he says, "I am angry" or "I choose to be angry", the focus is internal.

There is a story about an ancient Indian sage who was called ugly names by a passerby. The sage listened unperturbed till the man ran out of words. He asked the man, "If an offering is not accepted, who does it belong to?" The man replied, "It belongs to the person who offered it." The sage said, "I refuse to accept your offering," and walked away, leaving the man dazed. The sage was internally driven.

So long as we blame outside sources, our miseries will continue and we will feel helpless. Unless we accept responsibility for our feelings and behavior, we cannot change.

The first step is to ask:

- Why did I get upset? .
- Why am I angry?
- Why am I depressed?

Then we start getting the clues to overcome them. Happiness is a result of positive self-esteem. If you ask people what makes them happy, you will get all kinds of answers. Most of them would include material things but that is not really true. Happiness comes from being and not having. One can have everything in life and yet not be happy. The reverse is also true.

**Happiness is internal. Happiness is like a butterfly. If you run after it, it keeps flying away. If you stand still, it comes and sits on your shoulder.**

## Develop a Mindset That Brings Happiness



**Bitterness is a sign of emotional failure.**

It paralyzes our capacity to do good. Set your own standards. Be honest to yourself. Compete against yourself. Do the following:

- Look for the positive in every person and in every situation.
- Resolve to be happy.
- Set your own standards judiciously.
- Develop immunity to negative criticism.
- Learn to find pleasure in every little thing.
- Remember all times are not the same. Ups and downs are part of life.
- Make the best of every situation.
- Keep yourself constructively occupied.
- Help others less fortunate than yourself.
- Learn to get over things. Don't brood.
- Forgive yourself and others
- Don't hold guilt or bear grudges.

**Give Yourself Positive Auto-suggestions**

Develop the habit of giving yourself positive self-talk. Auto-suggestions alter your belief system by influencing your subconscious mind. Your behavior reflects your belief system. Hence, auto-suggestions affect your behavior by influencing your belief system. It becomes a self-fulfilling prophecy.

Examples:

- I can handle it.
- learn to do it.
- I am good at math.
- I have a good memory.

**Our Greatest Strength Can Become Our Greatest Weakness**

Any strength overextended becomes a weakness. For example, in sales, good speaking ability is a strength. It is not uncommon to see sales people with good speaking ability talk themselves into a sale, then talk too much and talk themselves right out of the sale. Their strength got them into it; however, overextended, it became a weakness and they lose the sale.

Listening is strength. Overextended, however, could mean that a person listens a lot but does not speak enough. It becomes a weakness.

**Our Greatest Weakness Can Become****Our Greatest Strength**

Anger is a weakness. How can it be turned into a strength? One lady demonstrated by getting MADD. MADD stands for Mothers Against Drunk Driving. This woman lost her child because of a drunk driver. She got so angry that she resolved that society should not tolerate this kind of irresponsible behavior. She organized people all over the United States to fight drunk driving. She and her association, with thousands of members, became a significant force and *succeeded in their* pursuit to change legislation in Congress and various state legislatures. That is an example of turning a negative emotion, like anger,

into a strength by doing positive. She converted her anger into a resolution.

**Have Patience**

A lot of times we hear people saying that one exposure to a positive or a negative material does not have any impact. That is not true. The difference may not be visible, but something is happening.



In China there is a bamboo tree that is planted, altered and fertilized for the first four years and nothing happens. There is no visible sign of growth. But sometime during the fifth year, the bamboo tree grows about 90 feet in six weeks.

The question is: Did the bamboo tree grow in six weeks or did it take five years to grow? If the bamboo had not received water and fertilizer during the four years, when there was no visible sign of growth, would the plant have flourished? No. The bamboo tree would have died. The lesson is clear. Have patience and faith and keep doing the right thing. Even though the results may not be visible, something is happening.

**Caution:** We must distinguish between patience and laziness. Sometimes a person may be sheer lazy but they think they are being patient.

## LESSON 5

### GOAL SETTING

#### Contents:

setting and achieving goals, importance of goal-setting, scrutinizing goals, steps of goal- setting, practicals.

#### Learning objective:

To learn to set objective goals

#### Setting and achieving your goals

KNOWLEDGE helps you to reach your destination -provided you know what the destination is.

An ancient Indian sage was teaching his disciples the art of archery. He put a wooden bird as the target and asked his disciples to aim at the eye of the bird. The first disciple was asked to describe what he saw. He said, "I see the trees, the branches, the leaves, the sky, the bird and its eye."

The sage asked this disciple to wait. Then he asked the second disciple the same question and he replied, "I only see the eye of the bird" the sage said, "Very good. Now shoot" the arrow went straight and hit the eye of the bird.

Unless we focus, we cannot achieve our goal. It is hard to focus and concentrate, but it is a skill that can be learned.

**"KEEP YOUR EYES UPON THE GOAL"**



#### Why are Goals Important?

On a sunny day, the most powerful magnifying glass will not set a piece of paper afire if you keep moving the glass. But if you focus the light and hold it on one spot constantly for a certain period of time, the paper will burn. This is the power of concentration.

A man was travelling and stopped at an intersection. He asked an elderly man, "Where does this road take me?" The elderly person asked, "Where do you want to go?" The man replied, "I don't know." The elderly person said, "Then take any road. What difference does it make?" How true. "When you don't know where you are going, any road will take you there."

Then why do people go through life without having any goals?

#### Dreams



There have always been dreamers,  
Who dream not what it is but what can be,  
There have always been do-ers,  
Whose efforts make it possible  
What can be what is.

Dream and Do....

**BE A WINNER**

**Pallab Bose**

People confuse goals with dreams and wishes. Dreams and wishes are nothing more than desires. Desires are *weak Desires* become strong when they are supported by:

- Direction
- Dedication
- Determination
- Discipline
- Deadlines.

These are what differentiate a desire from a goal. Goals are *dreams with a deadline and an action plan*. Goals can be worthy or unworthy. It is passion, not wishing that turns dreams into reality.





Steps to turn a dream into reality:

1. Have a definite, clear written goal.
2. Have a plan to accomplish and write it down.
3. **Read the first two twice a day.**

## Why Don't More People Set Goals?

### 1. Pessimistic attitude

A habit of looking for pitfalls rather than the possibilities. If you have the habit of looking at everything negatively, you will never be able to motivate yourself to start on any project. If you don't start on achieving a particular goal, forget about achieving.

### 2. Fear of Failure



"What if I don't make it?" It is a sense of inferiority complex that makes one believe that they cannot do it, so there is hesitancy in embarking on a project.

There is a popular habit of people being too bothered about what others would think, rather than what they actually want to do in life.



This complex or habit is a major deterrent to progress in ones life.

Also many feel subconsciously that if they don't set goals they can't fail. But they are failures never-theless, for having no goals is the sign of a failure, as one leads an aimless life.

### 3. Fear of success

Low self-belief or fear of having to live up to their success causes some people to fear success.



Success could mean handling bigger responsibilities, change of place, moving away from your near and dear ones or the apathy of stranger environments. Thus, many Choose to be resigned to fate and be happy with whatever they have.

### 4. Lack of ambition

A result of our value system and lack of desire to live a fulfilled life. Our limited thinking prevents us from progress. Again, our upbringing and a gradual development make us believe that *we are happy with what we are and where we are.*



A very common divide in India is between the genders. The birth of a male child is celebrated whereas the birth of a girl child is mourned. Yes, we know that amongst the upwardly mobile and the rich city bred class, this is changing. But when you look at the rest it constitutes almost 95% of India's population. Thereby, a boy gets more opportunities than a girl, be it education or social exposure. So, when the girl becomes a young lady, her life is fated to marriage and childbirth. This happens even amongst the majority of girls even in affluent families. Because of which they have no ambition and they accept a life of non-identity resting on a support system.

### 5. Fear of taking risks

When one sets on achieving a goal, it is a journey for the unknown. There could be many obstacles or unexpected circumstances that may crop up on the way, which may deter movement for some time.



Many fail to move towards achieving their goals merely because they are skeptical about taking chances in hostile situations.

#### 6. A fear of rejection

Worrying that, "If I don't make it, what will other people say?"

A negative approach leads one to believe that the consequences would be negative as well. The fear of social repercussions towards the outcome, and whether a particular execution process or the end result would be acceptable by the family or society, leads one to believe that whatever he or she would not be accepted by others. This happens because one tries to perform, following societal perceptions and not personal goals.

#### 7. Procrastination

Thinking, "someday, I will set my goals."

The habit of postponing things for later, for that tomorrow that never comes, drags a person away from the accomplishment of a goal.



Sometimes we wait for others to initiate our execution process, so that we may either follow it, or based on the result, manipulate the situation as per our personal requirement.

#### 8. Low self-esteem

A person is not internally driven and has no inspiration, because of one's upbringing and environment. Due to lack of

knowledge and exposure one suffers from low confidence levels that develops a belief that whatever they do, they will not succeed. This leads to very low levels of self-belief due to which the execution becomes ineffective. This often happens when one is brought up in very dominating circumstances.

#### 9. Ignorance of the importance of goals

This happens because of limitations of vision and thought process, where you land up leading a "me too" life, just like a frog in the well.

Even if one knows about what one wants from life, he does not know how to go about achieving his goals –what is the first step to be taken, what is the support system for the endeavor, what are the prerequisites for the goal et al.

**Goal setting is a series of steps that outlines:**



- Starting date
- Where and how to begin
- Efforts
- Resources
- Sacrifices
- Destination
- Deadline

If you ask most people what is their one major objective in life, they would probably give you a vague answer, such as, 'I want to be successful, be happy, make a good living and earn a lot of money'. That is it! Those are all desires but not clear goals.

It is imperative to be very specific with what you want, so that you move towards achieving exactly that.

**Goals must be SMART!**

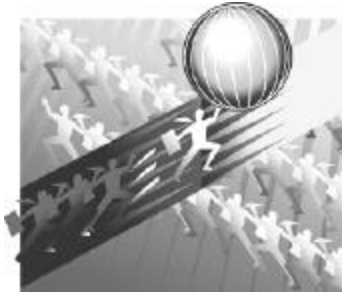


**1. S -Specific.**

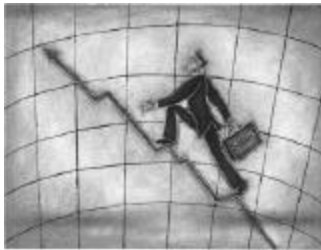
The statement, “I want to lose weight” is a wishful thinking. It becomes a goal when you pin yourself down to “I will lose 5 Kilos in 90 days.” So you should be very specific with what you want to achieve in a particular period of time.

**2. M -must be Measurable.**

If you cannot measure it, you cannot accomplish it. Measurement is a way of monitoring your progress towards achieving that goal.

**3. A - Achievable.**

Many of us set on achieving goals that are actually not practically possible, by any human standards. Like building castles in the air. Achievable means that your goal should be challenging yet practically possible. It should not be out of reach, or the pursuit of your goal becomes dis-heartening.

**4. R - Realistic.**

If your goal is to lose 10 Kilos in 10 days, you're being unrealistic. Or you are aspiring to become a famous cine star or cricketer without actually possessing the expertise, you are living in a world of fantasy.

**5. T - Time-bound.**

You should set a starting date and a finishing date to reach your goal. Setting a deadline at least keeps you alert to perform at the time when it is required.

**Goals can be:****1. Short-term**

There could be various goals that could crop up from time to time depending on your priorities in life. These goals could be achievable in a few days, a week or a month's time. As you keep achieving your short-term goals, you move on to higher goals.

**2. Mid-term**

These are higher goals that excite you at different stages of your life. Remember that these goals cannot be achieved overnight. They will take months or even a few years like getting married and setting a family, which is a goal for any youngster.

**3. Long-term**

This goal is that Final Ambition you work towards, through all your short term and mid term achievements.

That becomes a purpose of life. And having a purpose is very important. Without a purpose, you are likely to develop tunnel vision where you are obsessed only with achieving your goals.

**Goals Must Be Balanced**

As you move ahead in life, all processes of goal setting and achieving need to be balanced with your existence on a personal and social firmament.

We need to balance the following factors as we march towards realizing our goals.

**1. Family.**

Our loved ones are the reason to live and make a living.



We need to see that each of our family members is given enough quality time and attention and they should also share our progress towards a goal, our goal.

**2. Financial.**

One major practicality of life is the weight of our pocket. Everything that we need to achieve in today's capitalist world has a price tag attached to it, in terms of resource gathering and the services we hire to support us in our endeavor.



Ex: To have a successful career in Marketing, if you want to study at a reputed Business School in the US, you need to have enough monetary back up to sustain as a student for the next three to four years in terms of your education fees and other board and lodging expenses.

This amounts to at least 15 to 20 lacs. Can you afford it?

### 3. Physical.

Health is Wealth, as the old saying goes. The competitive professional world of today is demanding to the extent that it may cause various stress related problems. One must take into consideration the level to which one can stretch the mental and physical pressures, to avoid breakdown.

### 4. Capability

Each one of us is born with certain inherent talents. And due to our upbringing we gradually tend to lean on certain areas of knowledge, wisdom and skills. These are individual areas that we need to identify vis-à-vis the goals we set. We can only excel in a particular field, when we have the passion, talent and the patience to do so.

### 5. Social.

Every individual and organization has social responsibility, without which, society starts dying. When we embark on our journey of self-achievements, we must not forget that we also need to endeavour towards social upliftment and well-being.

### 6. Values.

Each one of us grows up with a certain sense of honesty, integrity and self-respect. Your value system represents ethics, morals and character. Achieving our goals doesn't mean transgressing the boundaries of personal and social values. If any of these is out of alignment, your life goes out of balance. Take a few minutes to just consider. If anyone of these six spokes were missing, what would your life be like?

## BALANCE

What they forgot was how to manage life!



There are two kinds of education:

One that teaches how to make a living

and the other that teaches us how to live



There are people who are so engrossed in their professional lives that they neglect their families, health and social responsibilities. Ironically, if asked, why they do this, they probably would reply that they were doing it for their families.

### Quality Not Quantity

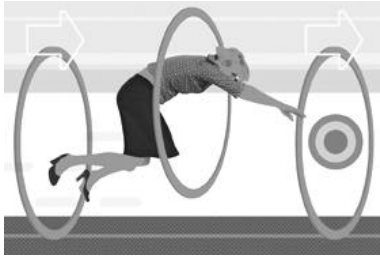
It is not uncommon to hear that it is not the quantity of time that we spend with our families but the quality that matters. Just think about it-is it really true?

We need both, quality and quantity.

You can't mandate quality time. You can't say, "Now we will spend quality time with each other." Moments of quality come out of a larger quantity of experience. When adults were asked to recall their fondest childhood memories, they recalled moments such as their father holding their hands and dropping them at school, or their mother reading them a storybook when they were sick. Out of the time spent in mundane situations with friends and family members come precious moments like sharing a joke or insight, receiving a smile of encouragement when it is most needed, or helping a friend through a tough time.

### Scrutinize Your Goals

**Winners see objectives: losers see obstacles.**



We need to analyze the goals that have been set and what we are moving to from time to time. This would give us an opportunity to re evaluate the effectivity in the pursuit and to motivate our belief in that goal.

Goals should be challenging enough to inspire yet realistic enough to avoid discouragement.

Anything we do, either takes us closer to our goal or further away.

## Goals Should Be Consistent with Our Values

Obstacles are those frightful things you see when you take your eyes off your goal.

All of us in this world have a purpose in life. And that purpose of course varies from person to person.

It doesn't matter where we are. What really matters is in what direction we are heading.

Effort and courage without purpose is wasted. Worry leads to negative goal setting. It is thinking about things that you don't want to happen.

There is a big difference between activity and accomplishment. Just because you are doing something, doesn't mean you are getting anywhere. One must evaluate the constructiveness of one's activity in order to have accomplishment.

## Each goal must be evaluated in light of the following

- Is it the truth?
- Is it fair to all concerned?
- Will it get me goodwill?
- Will it get me health, wealth and peace of mind?
- Is it consistent with my other goals?
- Can I commit myself to it?

Goals without action are empty dreams. Actions turn dreams into goals. Even if a person misses his goal, it does not make him a failure. Delay does not mean defeat. It only means we have to revise our plan to reach our target.

## 7 steps of Goal Setting

- Intense Desire –keep refueling it.
- Write Them Down as a constant reminder
- Avoid negative influences, gather support

- Follow Deadlines
- Plan - Looking Ahead To Move Ahead!
- Visualize
- Persistence

## Step 1

**Intense Desire –keep refueling it.**

Have you set personal or business goals and **failed** to achieve them?

Here is a crucial question: **WHY?**

The answer is simple:

Because we did not have a strong enough desire.

Some may argue with that. "But I did have a strong desire and still I didn't get there."

Sorry, but the desire was still not strong enough.

It has to be **PASSION**.

Intense desire can be an efficient fuel for human achievement.

Are you working on a goal right now?

Is it faltering or not progressing as fast as you would like?

Analyze the **intensity** of your desire.



## How do you identify intense desire, passion?

It's what keeps people working all hours. Forgetting about everything else except

for what it takes to achieve your goals.

The desire **dominates** conversation, thinking, actions.

How do you intensify desire?

Where do desires start? How do they form?

Unlike animals with their internal programming we call instinct, the human mind has the colossal potential for reasoning, coming to conclusions, thinking things through.

So desires start in the **mind**.

Research has shown that impulses are transmitted through electro chemical processes across the synapses, tiny spaces less than one millionth of an inch across, which separate the brain cells or neurons.

Patterns and tracks are formed in our thinking processes. Think the same thought regularly and it becomes a **habit forming** a deep track like a well-used path across a field.

On the other hand, an occasional thought may pass through the mind and be forgotten just like a path seldom used which becomes overgrown.

### Now apply this information to desires

A desire may come into the mind and soon be forgotten in the everyday humdrum of life.

But keep thinking about it, keep your mind **focused** on it and what happens.

The desire becomes strong, very strong. Then?

**Action** follows right after.

So back to our original question - how to intensify desire?

Take as an illustration a work of art. After many years the picture suffers from pollution and discoloration. It may only be a shadow of its original glory.

But after it has gone through a meticulous restoration process what happens?

The picture breathes **life** and **vibrancy** again. Why?

Because now you see the detail. There are moods, objects, expressions in that picture you never saw or felt before.

### Detail makes the difference.

### How then can we intensify desire?

By listing details, particularly benefits!

Once the list gets past 20 or 30 benefits your goal becomes **unstoppable**.

Why not does this exercise today with one of your goals.

Have you set a goal for your business to make \$X this month?

Making money for the sake of it after a while becomes mundane. There has to be something more.

Make a list of all the **benefits** from using that money.

What difference will it make to your family, your lifestyle, your enjoyment of life, your business growth?

What if one of your goals is to **develop** a skill or **awaken** a dormant talent or ability?

Write down a **huge list** of the benefits this will bring you and your loved ones, or your business.

The more you write, the more details your mind conjures up, the greater the intensity of desire becomes.

This is the first step of goal achievement and the foundation.

With **intense desire** fueling your goals you have every chance of rocketing to success!

## Step 2

Write Them Down as a constant reminder

Here is an interesting observation

We can be thinking 'something' without realizing fully what that something is.

It is intangible; it is not clearly defined in our mind.

But now, start putting that thought into words; try expressing it and an amazing thing starts to happen.

By clothing it in words that abstract thought now takes on body, shape, form, **substance**.

It is no longer just a thought!

It becomes something, which motivates us, or creates a gut feeling inside.



### Why is the mechanical act of writing so important?

When we read and re-read that phrase or sentence the impression on the mind becomes deeper and deeper.

For example, suppose you set the goal to become a public speaker.

The **first draft** might read:

My goal is to become an accomplished public speaker who can hold the interest of an audience from beginning to end.

#### Second draft:

My goal is to be an enthusiastic speaker who gets an audience on its feet.

#### Third draft:

My goal is to be such an inspiring speaker I get a standing ovation every time.

Can you see how the motivation for the goal **evolves**?

Putting it in writing breathes life into it making it a **force**, which cannot be easily stopped.

To put it succinctly, **"Write Goals Down To Tie them up!"**

### Step 3



#### Avoid negative influences, gather support

If you see roadblocks up ahead on a journey you take a **diversion**.

No one in their right mind would just drive on and hit the obstacle head on just hoping they get through!

#### Bypass Resistance

When you set a goal you need to write down a list of potential obstacles you may face.

Are there **people** who won't understand your goal and discourage you?

Do physical limitations or unfavorable **circumstances** stand in the way?

Then list them, analyze them and develop a **strategy**.

With a roadblock you can turn off before you get there or go over, under and around.

Do the same with obstacles to your goals.

Is there any way you can bypass the objects of resistance you are likely to face?

**Preparation** like this is invaluable.

#### Gather Assistance

It is important to identify the knowledge you will need to acquire or the people or organizations that could give you essential help.

**Research** the subject and educate yourself.

Become **knowledgeable** on what you are trying to achieve.

Do you personally know people who have accomplished what you are seeking?

Talk to them. Get **input**.

How did they do it?

Can you **link up** with other persons in that field?

The internet is almost a bottomless ocean of knowledge.

Through **persistence** you can find pretty well anything you need to know.

So bypass resistance and gather assistance.

### Step 4

#### Follow Deadlines



One thing - a deadline gets results. It creates urgency, it sharpens thinking, it makes things happen.

Which goal is more likely to be achieved?

Goal 1: I would like to take a vacation in the Goa sometime!

OR

Goal 2: Six months from today I will be enjoying a vacation in the Goa.

Deadlines crystallize thinking and increase motivation.

However, it would be a mistake to think deadlines perform miracles.

So when deadlining your goals:

**1)** Break them down into **manageable** stages.

**2)** Work out a reasonable **time frame** for the accomplishment of that stage and factor in a safety margin for unexpected delays.

This prevents disappointment and discouragement through missing the deadline.

**3)** Put the deadline date for each stage in your computer **planner** or diary.

**4)** Get the deadline **date** from the last stage.

You now have a final deadline for the accomplishment of that goal.

It now has a high chance of being achieved.

You have planned, set reasonable stages, your **focus** is clear.

## Step 5

### Plan - Looking Ahead To Move Ahead!



Organizers of a marathon race take time to mark out the course. The way is planned.

Otherwise reaching the finish line would be a matter of **chance** depending on whether a runner just happened to be in the area to see it!

Lay out the manageable steps in order of progression inter-**weaving** the details from your obstacles list and help list.

Acquiring knowledge for example would come before contacting people or organizations.

Make sure your plan is not too rigid!

Any default could spell disaster if the plan is not flexible!

So factor in room for the unexpected.

If one deadline is missed it should not jeopardize the rest of the plan.

Have more than one option open at crucial stages.

The flow can then follow a different route and still arrive at the same destination.

**Once this session is completed you now have an action plan**

The course to the finish line for your goal is set.

The way is marked out.

## Step 6

### Visualize

- The smiling face of someone close to you.
- The classroom on your first day at school.
- The first automobile you owned.
- That beautiful sunset on your last vacation.

These sentences immediately bring pictures to your mind.

**The brain often thinks in pictures.**

The human eye captures an incredible amount of information with just one glance

and relays it all to the brain, which then translates that information into a form, we 'see'.

It would be more accurate to say we see with our brains than with our eyes.

The brain does not need to receive information through the eyes to see every time.

It can recall from memory sights, sounds and feelings and put the whole sequence together

and run it **like a movie** all inside our head.

### Where is all this leading us?

If we could construct our own movie casting ourselves in the starring role acting out the scene as if we have achieved our goal and play it over and over in our minds what would be the result?

Answer:

A movie is made by a lot of people but a key figure is the **director**.

His job is to visualize the script and guide the production crew and actors.

So be your own director.

**Visualize** yourself enjoying the benefits of having reached your goal.

This may sound a little 'off the wall' but many find this technique works!

In your mind create your own movie theater.

Imagine it now. Imagine the walls, the seats, the stage, the screen. Put yourself in the front row. Sit back, press a button and start the movie.

See yourself up there in vivid color enjoying whatever it is you were seeking.

Rewind. Play it again!

Every time you want to feel a surge of motivation, in your mind, slip into your own Movie Theater and just play it again.

This **mental imaging** merely cooperates with the way our brain works.

And what goes on in our minds has a direct bearing on our actions and results we produce in our lives.

## Step 7

### Persistence

When you get behind the big success stories in any given field, you often find the most successful have made **more attempts** and spent **longer hours** at the given task than anyone else.

In other words, they give the **law of averages** a chance to work in their favor! They just keep on striking out, often against all odds.

In goal achievement this sterling quality of **persistence** and its bedfellow **perseverance**, is absolutely essential.

To be **mentally tough** means you minimize the effects of discouragement and you turn negatives into positives.

Whenever a negative thought comes into your mind or when others make negative comments, say to yourself, "Delete that Programme" and replace it with a positive thought.

For example, when you catch yourself thinking, "This is just not working, this is useless and a waste of time", trigger mental toughness by saying "DELETE THAT PROGRAMME".



Instead think: "What do I need to do to make this work!"

Admittedly, negative mental habits are hard to break.

It takes time and persistence but oh my, the **rewards** when you do!

**"The Remaining 90% - Sheer Persistence"?**

It really does come down to that.

Just keep on going, **persist, persist, persist**, and let the good old law of averages work for you.

**You WILL realize that goal!**



### Practical Session

The students need to write down three different short-term goals, two mid term goals and one final/ultimate goal of a life.

Then they need to analyze:

- What is the deadline?
- The action plan.
- What are they going to benefit from each goal?

A discussion in the class follows.

### Notes

## LESSON 6

### ENGLISH CONVERSATION

#### Contents

The use of English, Where is The Problem, The Solution, beware of Differences, How to Read, What to Read, Words People get wrong:

#### Learning Objective:

To improve English reading skills

To improve English conversational skills

Tell us...

Why can't one stand with confidence and speak exactly what is required to be said?

Why is the sentence "I am not confident of my English" the most common sentence we hear in India whenever you talk of "lack of confidence?"

Why is it that whatever many of you speak has so much of Hindi in it that the language sounds more like Hinglish than English?

Why are sentences an amalgamation of lots of words that **ALMOST** mean what you want to say and not **EXACTLY** what you want to say?

#### Where is the problem?

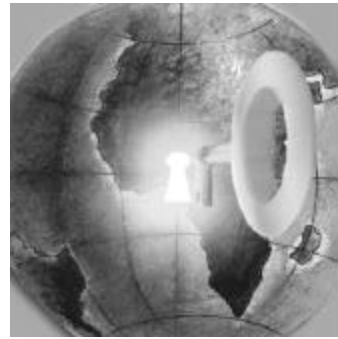


- Every one knows what is to be said but do not know HOW TO SAY IT.
- Have the fear of speaking WRONG ENGLISH.



- **FEAR** leads to **LACK OF CONFIDENCE**, because of which one is unable to converse in English, in public.

#### The obvious Solution is:



- Understanding Grammar rules.
- Learning New words (daily usage words)
- Learning from the dictionary, at least one word a day.
- Learning to Express in English.
- Decoding a perception or a thought in English.
- Public Speaking
- Understanding the Language change in the corporate world.
- Learning how the same conversation has to be formalized in the corporate culture.

Yes, you all know what is to be done but little do we realize as to HOW it is to be done?

#### The Solution



## The use of English

English is one of the most flexible and expressive languages in the world. Its immense vocabulary provides for the precise and persuasive communication of ideas. It is a language of subtle verbal inflections, which enable the writer to project mood and emotion, to formulate thought and principle with clarity and impact.

But the very richness of English makes it difficult to use well. If there are always so many ways of saying something, how can you be sure you have chosen the right one?

### The obvious doubts are:



- Should I write in formal English as I speak?
- Should I use long, impressive phrases or short, expressive ones?
- What about American or British English?

Spoken English and written Business English are two different approaches. Whether you speak big words or not, is not the point, the idea is that you must be able to convey exactly what you wish to. And more importantly the listener must interpret exactly what you want him to understand.

The best advice is to write for your reader and speak for your listener. You should use a clear form of English, avoiding jargon or slang.

To take you ahead, to succeed in the Corporate World, and to be able to speak Correct English and that too effectively and confidently, there are a few things you need to understand very clearly:

- All those who always said that, "**you must talk in English, with your friends and family...** and wherever you go and whatever you do, **think in English**", were actually correct.
- You have to work towards killing that fear or the discomfort attached to speaking English. This you can only do by **SPEAKING** English.
- Please do not worry; if you are speaking wrong English, It does not matter as long as you are in the learning stage. All you need to do is, **KILL THE FEAR**.
- The idea of talking about your most favorite dream or aspiration; or even arguing, or fighting in English at a

stretch for about a minute can help you get rid of fear, provided you **continue the exercise**.



- Many of us try to learn a few words looking into the dictionary. Typically this is what you all do:

Look into the dictionary; find a few words that you haven't heard of; or have read some word somewhere and do not know the meaning.

You then either write it down to learn it or put it on a board where you can see it many times a day.

Unfortunately that's where you all stop.

Ideally, if you just find ONE new word a day from around you, that is your surroundings, be it a hoarding on the road, a signboard, a cafeteria, or any other source, **AND PUT IT TO USE**, then you would achieve the Target of learning a new Word.

The idea therefore is to **PUT A WORD TO USE**.

Use the word, make a sentence or use it in different forms. The Idea is **TO USE THE WORD** correctly, and then you would not even realize when the word would become a part of your vocabulary.

I'll tell you a small story. This happened with one of my students, rather one of your batch mates.

He learnt the word "Exaggerate" and was not able to put it to use. This was disturbing him, because he had set a target that he would learn a new word each day and put it to use. By 8 pm he had not used the word and this was irritating him. He went to his room mate and said, "Hey Sid, Have you seen the ShahRukh Khan movie?", "Which one?" asked Sid. "Oh! That one .. ummm....

The one .. which is such an exaggeration ...

ummm..." said the boy. Sid in a very puzzled tone asked the boy to please tell him the name of the movie, the Boy replied, "Nothing buddy ! I was just using a word!"

If you try and follow something like this, and if the urge of using a new word bothers you to an extent that you feel restless till the time you use it, then you can be assured that you are sure to enrich your vocabulary.

- Another way of speaking better and refined English is to use "**better synonyms**".

Why call a canteen a canteen when you can call it a Cafeteria!

- g) **Confidence** Be it English or any other Language, needs to be spoken with confidence.



What follows now is a **combination of rules and tips** to be followed to help you improve your conversational abilities.

Good English Conversation is a combination of correct English and conversation abilities.

Hence:

### Conversation

The kind of skills needed for a full conversation in English go some way beyond replying to the question.

It's about keeping people company, not something immediately associated with business in this culture.

**If small talk is the warm-up, conversation is the full workout.**

Conversation is about making others comfortable by continuing to talk to them. So keep it going, even if the subject matter is not exactly up your street.

The essence of English conversation lies in flexibility and humour. So finish your point smartly and ask for their opinion.

**Talk to a man about himself, and he will speak for hours.**

**Simplify your sentence structure and vocabulary**

This is particularly important for English speakers who the ability to use complex grammatical structures

**Beware of the differences between the various versions of English British & American.**

**Learn the art of “Small Talk”**

The first thing you should know here is that the word small in small talk has nothing to do with size. There is nothing unimportant about small talk. It is “light social conversation”.

You should know that small talk is a vital positive signal in business. It normally opens the communication.

### Interpersonal skills.

In English, many of these skills are expressed in handy phrases, which generate feel good factor. They may be missing from your vocabulary

- Be polite and reject an apology with 'No need to apologize'.
- Don't wish them a cold and final 'Goodbye'. Relax the flesh with a casual 'Take care'.
- Wish your partner a pleasant journey home with 'Safe trip home'. And don't forget to ask for their friends: 'Give my regards to one and all'.

### Introduce



Make sure you can introduce yourself. The best way is often just to say your name, job and company: “Hello.Tanvi Singh. I'm the marketing manager at P&G.”

In many situations, however, we make small talk without introducing ourselves at all. Imagine that you are visiting a company in London and someone says to you in the lift: “Nice

weather, isn't it?" In this encounter, it would be ridiculous to start by saying: "Good morning, Tanvi Singh. I'm the marketing manager at P&G." **And never ever say "Myself, Tanvi Singh"** Sadly this is quite a popular mistake that people in India commit while introducing themselves.

Yes, you are right, the weather is nice." Instead, you must typically reply: "Yes, lovely, isn't it?"

## Be open



One of the most important skills during small talk is the ability to keep the conversation going. One way to do this is to ask **open questions**, which require your partner in conversation to answer with more than "yes" or "no". Practice using open questions - those that start with "when", "where", "how", "how long" etc. For example: "What do you think of Delhi so far?"

## Give feedback, add information

As the listener in a conversation, you can encourage the speaker by giving feedback - with expressions such as "I see", "oh, that's interesting" or "right". In small talk, silence is definitely not golden. Listeners can also help to make conversation more fluid by adding extra information. For example, if you are asked a closed question such as "is your hotel alright?", then you could say, "yes, thank you, it's very comfortable, and the service has been excellent".

## Classic topics

There are a number of classic topics for business small talk, and you should make sure you have the vocabulary to talk about them. These include:

- Health (for example, "how have you been recently?"),
- Travel ("how was your flight?")
- Accommodation ("how is your hotel?")
- Family ("how old are your children now?")
- Holidays ("where did you go on holiday this year?")
- The weather ("how's the weather been here recently?").

## Keep small talk small



It is sometimes said that, in light conversation, "the British talk about the weather, the Germans talk about their health". But remember that your business partners do not want to hear a detailed report of your medical troubles!

Saying goodbye can be as awkward as saying hello. Once again, keep it simple, but polite. For example: "It was very nice to meet you", or "It was nice seeing you again". The answer to such comments is simple: "Pleasure."

## Five ways to start a good conversation

"I noticed..."

"Tell me..."

"I appreciate..."

"What do you think..." or, "I need some advice..."

"Why do you say that..."

- "Don't bring anger into a conversation anger is one letter short of danger. To be effective, you have to be patient. Don't send the other party the wrong cues. Body language, direct eye contact, open honesty and a healthy positive attitude go a long way."
- **"Listening is very important to proper communication.** Listen first and then reply in the same business manner of the person you are communicating with. Watch the person you are communicating with for signs of understanding.
- **The most important way to avoid barriers is to listen to the other person.**

Most people are nervous they want to get what they need to say out and get the situation over with (myself included). If you go in and listen, you can often identify the other person's position on the matter and adjust your reply accordingly.

## Six common corporate conversation faux pas

### 1. Arriving empty-headed

"People walk into an event, a room full of strangers, and they don't know what to talk about,"

Few of us are good at ad-libbing, and it shows when we're trying to make sparkling conversation. The usual result: flat talk of your business or repeating yourself because you've run out of topics to discuss. Instead, select some conversation subjects before you head to the party. **"It's important to have a variety of topics."**

### 2. Assuming everyone's acquainted

Presuming that you're the only person at the party who doesn't know anyone can have dire consequences.

People who think that way usually beat a hasty retreat, hiding behind a plant or staying on the sidelines. Such behavior will at best make you come across as shy; at worst, you'll look like a party pooper. Fix this faux pas by assuming that nobody knows anybody. "Walk into the room and assume that people want to meet you. That's why people come to parties, to socialize. If you keep your thoughts positive and outgoing, it will be easier to go up to someone and introduce yourself. You'll also come across as confident and as somebody that people want to get to know."

### 3. Waiting for introductions



Once you've acknowledged that there are acquaintances to be made, don't wait for others to make the first move. "It's a mistake to wait for others to introduce themselves,"

"It's taking a passive approach and it's similar to planting yourself in the chair and being the 'potted plant.' It makes people feel that they have to do all the work." And if you don't get the introduction ball rolling, it's quite possible that, either because of laziness or shyness, no one else will be the first to say "Hi."

Establish eye contact, smile, put your hand out to shake, say hello and introduce yourself. People will be relieved and grateful that you've taken the initiative. Of course, pick your conversational partner wisely.

### 4. Getting sidelined

Even if you go to the business party with the appropriate festive attitude, you can undermine it if you don't actively participate.

Move towards the area of the room where people are congregating. It shows you are available for conversation and that you're confident and ready to interact. You don't have to

be in perpetual motion, but when you do stop, find a spot conducive to communication.

### 5. Posturing poorly

When people are tense or bored they tend to slouch and cross their arms. They don't smile, and if they're nervous, they avoid making eye contact. These are the wrong messages to send at a party. It's like putting up a "don't talk to me" sign or worse, one that reads,

### 6. Never saying goodbye

People come to parties to mingle. If you hold onto the one person you know at a party as if he or she is a life preserver, you won't seem open and won't meet many people. It's important to get to know others.

A nice gesture is repeating something the person told you and remarking on how you found the comment interesting. If you sincerely want to speak to this person again, ask if you could stay in contact and exchange business cards.

## Reading - the most important way to learn English



Before you can start speaking and writing in English, your brain must get enough input.

There are two ways to get correct English sentences:

Listening and Reading.

Both are good, but reading is usually much easier than listening. With the help of a good dictionary, you will be able to understand English texts much more easily than, English television or movies.

**Reading can really change your English.** It can let you use English grammar and vocabulary naturally and fluently.

If you read a few books in English, you will see that your English has become better. You will start using new vocabulary and grammar in your compositions and e-mail messages. You will be surprised, but English phrases will just come to you when you are writing or speaking! Things like the past simple tense and how to use the word "since" will become part of you. You will use them automatically, without thinking. Correct phrases will just appear in your head.

It will be easy to use English, because your brain will only be **repeating the things that it has seen many times.** By reading a book in English, you have given your brain thousands of English sentences.

For example How can you make a mistake and say “I feeled bad”, if you have seen the correct phrase (“I felt bad”) many times in the last book you’ve read? You simply cannot make that mistake anymore

## How to read



These great results come especially quickly if you do these things when reading:

1. Pay attention to interesting things: new words, phrases, and grammar structures.
2. Use your dictionary to learn about these interesting things. The more you use your dictionary, the faster your progress. If you don't like to stop reading (to look up a word in your dictionary), you can write down all the interesting sentences, or you can underline them in the book with a pencil. You can learn the words and grammar in these sentences later.

## What to read



You should always read English texts which are at the “right level”.

There should be some words that you don't know, because you want to learn something. However, there shouldn't be too many difficult words, because you don't want to use your dictionary 10 times in one sentence.

## Grammar - The Rules



Grammar is the set of rules and conventions that are the basis of the language.

### The Parts of Speech

To start from the beginning, there are eight parts of speech:

- Noun
- Pronoun
- Adjective
- Verb
- Adverb
- Preposition
- Conjunction and
- Interjection.

### Noun

- Nouns are the names of people and things. They are either ordinary nouns called *common* ('thing', 'piano') or special nouns called *proper* ('Ram', 'Tuesday').
- *Abstract* common nouns refer to qualities ('beauty', 'honesty'), emotions ('anger', 'pity') or states ('friendship', 'childhood').
- Nouns are *singular* ('thing', 'man') or *plural* ('things', 'men').
- Some nouns are the same in the singular and the plural ('aircraft', 'sheep') and some are used only in the plural ('scissors', 'trousers').
- Nouns that refer to collections of people and things ('the cabinet', 'the team') are known as *collective* nouns.

### Pronoun

- Pronouns stand for nouns and are often used to avoid repetition. They can be:  
*Personal* ('I', 'yours', 'him'), *reflexive/intensive* ('myself', 'herself', 'themselves') *relative/interrogative* ('who', 'whose', 'whom') *indefinite* ('anybody', 'none', 'each')
- Pronouns, unlike nouns, often change their form according to the role they play in a sentence:  
'I' becomes 'me'; 'you' becomes 'yours'. This role of a noun or pronoun is called *case*

### Verb

Verbs express action or a state of being.

- *Finite verbs* have a subject ('He thinks')
- *Non-finite* do not have a subject ('to think').

Mood: verbs are either

- *indicative*, : statement or question ('He sees the ball'/'Does he see the ball?')
- *imperative*: 'Go on, hit the ball'
- *subjunctive* 'If he were to see the ball.'



**Active**

The man sees the sun.

**Passive**

The sun is seen by the man.

Be careful when you combine the passive with a participle:

The workers were penalized by sending them back.

Is incorrect because the subject of both main verb and participle must be the same. Instead write either:

They penalized the workers by sending them back.

Or:

The workers were penalized by being sent back.

**Note:**

1. Note that words joined to a single subject by a preposition do not affect the verb.
2. If two subjects are linked by 'either, or' or 'neither, nor' the verb agrees with the nearer subject:  
Neither the news editor nor any of his reporters have received the call.
3. If one subject is affirmative and the other negative the verb agrees with the affirmative one:  
The chief, not her deputies, was at lunch.
4. The verb in a defining clause agrees with its nearer antecedent: He was one of the best subs that have ever worked here.
5. Nouns that are plural in form but singular in meaning take a singular verb:  
News is what the reader wants to know.  
Thirty pages is a lot of matter.
6. The word 'number' is treated as singular when it is a figure but as plural when it means 'a few':  
A number is stamped on each computer.
7. Singular pronouns such as 'everyone' take a singular verb.  
'None' can be either singular or plural:  
Are there any Mangoes? No, there are none.  
Is there any Coffee? No, there is none.
8. Collective nouns take either a singular or a plural verb according to sense:  
The team is small lit has few players!

**Sentence Structure**

A sentence with only one verb is a *simple* sentence:

The man sees the sun.

A sentence with two or more main verbs is a *compound* sentence:

The man sees the sun and he closes his eyes.

A sentence with one or more main verbs and one or more subsidiary verbs is a *complex* sentence:

The man who sees the sun closes his eyes.

**Clauses**

A clause is a group of words including a subject and a verb forming part of a sentence. A compound sentence has two or more main clauses; a complex sentence has at least one main clause and at least one subordinate clause. In the sentence above the main clause is 'The man closes his eyes' and the subordinate clause is 'who sees the sun'.

A distinction must be made between clauses that define and those that do not. Consider the sentence above with and without commas:

The man who sees the sun closes his eyes [in general a man who sees the sun will close his eyes].

The man, who sees the sun, closes his eyes (this particular man, having seen the sun, closes his eyes) with people, too, 'that' can be used to define:

This is the man that I told you about.

But 'which' cannot be used of people.

**Phrases**

A phrase is a group of words without a verb forming part of a sentence.

An adjectival phrase must be related to the correct noun or pronoun.

A readable book, it has a good index.

Correct: the phrase 'a readable book' describes the subject 'it'.

A readable book, its value is enhanced by a good index.

*Incorrect:* the phrase 'a readable book' cannot describe the subject 'its value'.

Unlike Belfast, bomb blasts no longer echo across the city.

*Incorrect:* the phrase 'unlike Belfast' cannot describe the subject 'bomb blasts'.

Walking across the road, he was run over by a car.

Correct: the phrase

'Walking across the road' describes the subject 'he'.

Walking across the road, a car ran him over.

Indicative tenses

There are three basic tenses

Present

Past

Future and three basic actions (simple, continuing, completed).

Thus there are nine basic tenses: *Simple Continuing Completed*

I see      I am seeing      I have seen

I saw      I was seeing      I had seen

I shall see      I shall be seeing      I shall have seen

Present Past Future

Three other tenses show a mixture of continuing and completed action:

Present: I have been seeing

Past: I had been seeing

**Future: I shall have been seeing**

Non-finite verbs

There are three types of non\_finite verb:

1 the *infinitive* ('to see')

2 the *present participle* ('seeing')

3 the *past participle* ('seen')

Note that 'to' is sometimes omitted from the infinitive. 'I want to see' and 'I can't see' are both examples of the infinitive.

The participles are used to make up the basic tenses (see above).

The present participle is also used as a noun ('seeing is believing'), as an adjective ('a farseeing statesman') and in phrases (see *Phrases*, pp. 13-14).

The past participle is also used as an adjective ('an unseen passage') and in phrases.

### Using better words

adjacent to	Near, next to
Ameliorate	Improve
Amidst	Amid
Amongst	Among
Approximately	About
Ascertain	Learn
Assistance	Help
At an early date	Soon
At present/at the present time	Now
Attempt	Try
Beverage	Drink
Commence	Begin, Start
Concept	Idea
Concerning	About
Construct	Build, make
Converse	Talk
Customary	Usual
Deceased	Dead
Demise	Death
Demonstrate	Show
Dentures	False teeth
Despite	Although
Discontinue	Stop
Dispatch	Send
Donate	Give
Draw to the attention of	Point out
Dwell	Live
Edifice	Building
Endeavor	Try
Eventuate	Happen
Evince	Show
Exceedingly	Very
Expedite	Hurry
Extremely	Very

Facilitate

Finalize

Following

Frequently

Implement

**in addition**

Somewhat

Subsequently

Sufficient

Terminate

to date

Transportation

Upon

Utilize

Venue

was of the opinion that

was suffering from

when and if

Whilst

**with the exception of**

Ease, help

Complete

After

Often

Carry out

**Also**

Rather

Later

Enough

End

So far

Transport

On

Use

Place

Thought

Had

If

While

**Except**

But anytime you want to use a better word please think:

1 Is it the exact word you need?

2 Is there an alternative that would be as accurate - and more comprehensible?

### Spelling

English spelling often defies logic. Why should we spell 'harass' with one or' and 'embarrass' with two?

Why does 'dependent' (the adjective) differ from 'dependant' (the noun) ?

Whereas punctuation evolves, spelling does not.

Nobody expects you to know how to spell all the words in the dictionary. The key thing is to avoid mistakes: learn to recognize the words you cannot spell and look them up.

### Words people get wrong

First, here's a list of words that many people can't spell.

Get somebody to test you on it.

Abhorrence

Accidentally

Accommodation

Acquiescence

Admissible

Annihilate

Apartment

Authoritative

Auxiliary

Benefited

Blamable  
Bureaucracy  
Consensus  
Convertible  
Debatable  
Definitely  
Descendant  
Destructible  
Diagrammatic  
Dissatisfaction  
Ecstasy  
Effervescence  
Eligibility  
Embarrass  
Emissary  
Exaggerate  
Exhilaration  
Expatriate  
Forty  
Fulfilling  
Funereal  
Harass  
Hiccup  
Hierarchy  
Humorous  
Hygiene  
Hysterical  
Ideologist  
Indispensable  
Jeopardize  
Liaison  
Maintenance  
Meanness  
Millennium  
Miniature  
Miscellaneous  
Mischievous  
Noticeable  
Occurred  
Omitted  
Privilege  
Profession  
Proprietary  
Rarefy  
Recommend  
Separate  
Statutory

So, all that you now need to put together is:

## Kill your Fear!

**Practice Grammatically Correct English.**

**Make better your vocabulary.**

**Understand the art of good conversation.**

**Understand the idea of small talk.**

**Speak with Confidence.**

## Notes

[illegible]

## LESSON 7

### PRONUNCIATION



#### Contents:

How to learn English pronunciation, Sounds of English, tips to improve pronunciation, interesting facts.

#### Learning Objective:

To learn appropriate pronunciation of English Words

There is a famous saying that “the moment you open your mouth you’re placed”.

Imagine a situation, a very impressive man, very well dressed, who looks intellectual, and has high intelligence levels and good presence of mind, greets you and starts giving a presentation. Impressive! is what you think ! And suddenly he mispronounces a word. Crash! Comes down his image!

Isn't it! Well, an impressive personality is not only about looking good and making a good first impression. It is actually about a combination. It's not just a perfect personality, but the moment someone speaks, it is important that the same impression should stay.

To ensure that one projects a **Complete Positive Personality**, it is important to pay attention not only to your appearance but also on the content you speak and more so, **how correctly you speak**.

English is the only language spoken in the Corporate Sector. You would never be expected to make a presentation in Hindi or any other language (except for a situation when your target audiences belong to the bracket of non English-speaking category). English speaking and for that matter fluent English speaking in an effective manner is an obvious prerequisite that any employer would be looking for.

So, not just to gear up for the Corporate scenario, but for every walk of life, here are a few tips to guide you to pronounce the words right.

### How to learn English pronunciation



#### The sounds of English

**English uses different sounds than other languages.**

You must know all the English sounds, to practice English pronunciation, i.e how does an alphabet sound, and how do words sound.

For example, think of the first sound in the word *thin* and the first sound in the word *away*, or *social*, or *exaggerate*.

To learn the correct sounds, you may break the word and then attach certain meaningful words that remind you of the correct pronunciation.

For eg: Exaggerate

**E** **X**

**E** **R**

eggs

err

**A** **G** **G**

**A** **T** **E**

aj

ate

(hindi for today, in an American accent)

Now if you read the small letter words in a flow, in the correct speed, you would find yourself pronouncing the word appropriately.

#### Tips

Tip 1



Do not confuse **pronunciation** of words with their **spelling**! For example, “threw” and “through”, although spelled differently, are pronounced the same. Also, identical letters or

letter clusters in words do not always produce the same sound. For example, the “ough” in “though” and “through” represents a different sound in each word. Learn to practise what you **hear**, not what you **see**.



### Tip 2

Imagine a sound in your mind **before you say it**. Try to visualize the positioning of your mouth and face. Think about how you are going to make the sound.



### Tip 3

In addition to listening to specific sounds, pay attention to **pauses**, the **intonation** of the voice and patterns of **emphasis**. This can be just as important as the pronunciation of sounds.



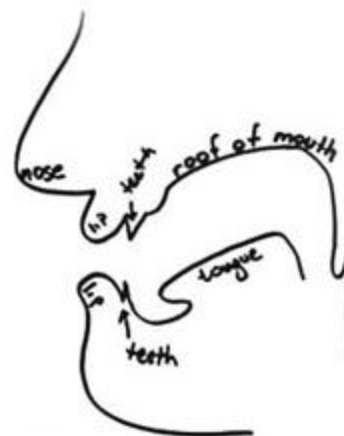
### Tip 4

English language has many different dialects, and words can be pronounced differently. It is important, however, that you pronounce words **clearly** to ensure effective communication.



### Tip 5

You must **practise** what you are learning! Remember that you are teaching your mouth a new way to move. You are building muscles that you do not use in your own language. It is like going to the gym and exercising your body. Do exercise your mouth a little bit each day.



### Open Your Mouth!!!

Below is a picture of how your mouth looks when you say sounds, or pronounce words.

Now when you learn the sounds, you will notice a typical movement of your tongue and the lips. Try to remember that, and practice it accordingly. This will ensure that you are pronouncing the word right.

Your lips, teeth, tongue, nose, and roof of your mouth are all important for pronunciation. The epiglottis is also important. That is the thing that you use to hold your breath and to swallow. It closes your windpipe so the air cannot come out. You must learn the right usage.

Try This:



The “Th” sound in English:

There are actually two different “th” sounds in English, but they are very similar. Both “th” sounds are made putting your tongue between your teeth so that the tip of your tongue is touching the tips of your top teeth. Now you can make a “th” sound by blowing air through your teeth. You can check to see if you are doing it correctly by using a mirror. You should be able to see your tongue when you say words such as “this”, “the”, and “that”. If cannot see your tongue, you may be

Watch where the tongue is in this illustration. Can you see it between the teeth?

In “the” and “breathe”, we use our voice when we make the “th” sound. Try to make a “th” sound using your voice. If you put your hand on your throat, you should feel the vibration.

We had noticed in our teaching sessions that one of the major factors contributing to incorrect pronunciation was the fact that your mother tongue accent made it's way into English. We observed many of you in your pronunciations were using shh, where "ss" was to be used. Problems like these are difficult to rectify because they carry a touch of your mother tongue. But you must rectify problems like these and only excessive practicing would help improve. Because not just in your presentations, but in every day life, when you would make such mistakes, it would be difficult for you to speak confidently, as you would be conscious of your incorrect pronunciation. **The key is " PRACTICE!"**

This has been tried by many and has given them results. Try this:

Once you get the right “feel,” you will be able to pronounce the sounds more accurately without having to have someone or something to listen to first.

What we would discuss now would also help you pronounce words better, because we would be highlighting on the other contributors of effective communication, which would also help you in pronunciation. These are:

- ## Notes -

[illegible]

## LESSON 8

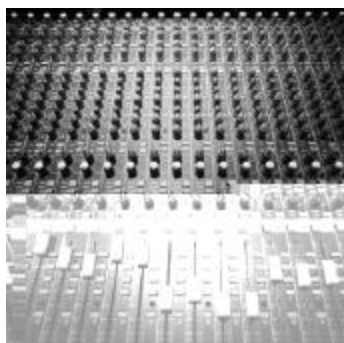
### VOICE MODULATION

#### Contents:

Power speak-your way to success, speech delivery

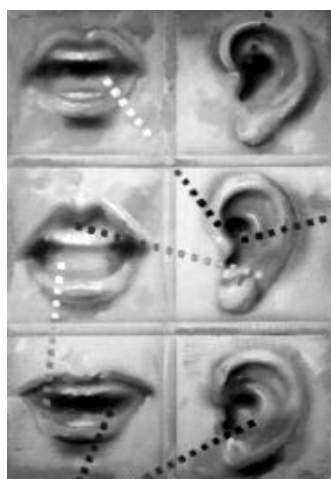
#### Learning Objective:

to learn to speak effectively



“HELLO” – When you say this five-letter word, it’s the sound that makes a big difference. Your voice is the inner reflection of your soul. Every person has gifted with a voice that one can modulate with the speech styles. The voice is the power within you. It has powers that make a person fall in love with you.

Close your eyes and listen to the smooth husky flowing voice of ‘George Michael’ or a close friend and you can feel the calm like a breath of fresh air! Listen to the musical sensation of Ricky Martin’s ‘Cup of Life’ and one can feel the rush of excitement in life. Listen to the bold voice of late PM Rajiv Gandhi and you are sure to feel the concerns finding yourself in the midst of a debate getting aggressive and confident.



A voice can make one ready for a battle of words, which can calm and seduce, provoke or silence, thrill and charge or can be electrifying. Voice has a special depth of thoughts and can

influence your whole life as well as others. When you say ‘Hello’ the sound is like tinkling bell when you say it with softness and deep feeling but if you are harsh with your words, this means you are not towards the right track to road ahead of success. Words spoken with intelligence, words spoken with soft feelings, words spoken with understanding have an impact on the other with the voice powers.

If you observe people talking, you can find the characteristics of the person that can master you with ‘mind reading’. Voice can get you hired or fired or promoted too. A voice can make friends or foes. A voice bring love back into your life and a voice can make your work loads lighter when you are on heights of your job and the work stress is higher.

Truly, Voice is a lovely gift that humans possess and as someone said “Speech is silver, silence is gold” – Speech is Silver but Silence speaks a thousand words and those thousand words when are accumulated comes out with an outburst, overflowing thoughts stored in the mind and than there is peace and calmness, isnt this true?

#### Power Speak Your Way to Success



Language is a gold mine, which makes a big Change. Dig deep into it, build your vocabulary and dive for unlimited treasure which has remained there untapped for a long time. Rediscover yourself with your own Speech. All words look great in cold print but do not sound the same when spoken aloud. So, the first step towards success is Reading Aloud. This enables to make you hear your own voice what you are reading. Than think of the better modulations of your voice . Focus on your speech and style. Pronunciations play a major role here. Sound is born in your own vocal voice chords. Let it rise through your chest, throat and mouth, bubble with enthusiasm and vigour effort-

lessly and lightly. Speech therapists focus on various methods. Free soul helps your voice modulation with a few tips as per experiences.

- **Be Soft spoken.** Speak from the depth of your heart, speak your mind and feel your nerves pulsating the sound of your voice.
- **Be Energetic.** Electrify the listener with your presentation. Don't let butterflies quiver you and chase away the nervousness.



- **Mind your Language.** Words have a meaning as well as topics do count a lot. Work on pronunciation and build your vocabulary.
- **Talk sense.** Avoid beating around the bush. Say clear, be brief and do not fumble. Confusion lands you and the listener into more confusion. Do not bluff or fool yourself but blur out sensibly even if words are not meant to be spoken. Use tact, speak truth but know realities too and act sensibly to it. Convince your listener.
- **Create Leadership air.** Build an air of confidence with your speech. Start talking directly with the main topic using easy flow of jokes, comments or anecdotes. Some words are guaranteed to make people listen. Dig for knowledgeable words – it evokes curiosity, love, understanding, excitement, etc.
- **Presentation with style.** Cultivate a positive attitude. Be positive, prepared and well aware. Work on memory improvement levels. Check your blues. Get mirror practice and check your expressions too. A smile with the speech takes you to miles.
- **Voice Modulation.** The most important factor is voice modulation – pitch, tone and volume. Adjust the Bass, volume like the sound system. Start with soft notes. Feel humor, feel happy, calm and composed.
- **Expressions.** They are most important as expressions reflects your inner feelings and your speech is based on your thoughts. Let your speech and expression be your asset as well as a good decent Dress code.

### Speech Delivery

Stage presence and Gestures:

1. Stage presence is all about expressing your confidence through non-verbal means.

This is achieved through three basic means:

- a. The strong speaker is confident in his or her ability to overcome difficulties. This confidence will invariably translate to the quality of your demeanor and posture.
  - b. The strong speaker is knowledgeable about his or her topic. In public speaking there is no substitute for the hard work of researching and grappling with a subject until you are able to speak about it at length, extempore, with limited prompts. This preparation includes frequent rehearsal. Again, if you know that you are prepared to speak you will find it much easier to relax and present a comfortable, but alert posture.
  - c. The strong speaker knows how to harness nervous energy. Abraham Lincoln once said, "When I see a person talk, I like to see them talk as though they're fighting a swarm of bees"
2. **Do not Lock your Arms in Front or Behind Your Body.**



Allow your arms to hang naturally and pick them up to your chest high and use them for emphasis just like you or I would if we were having a conversation. This will require a great deal of practice to perfect.

### 2. Eye contact:

Good eye contact communicates both personal confidence and respect for your audience. Great speakers make a point of engaging their audiences by moving around the stage and even sometimes around the audience—ensuring that they make eye contact with everyone. \*If you do not have the courage to make eye contact with your audience, then the audience will quickly lose interest in your speech.

### 3. Movement:

Except for specialized briefings, a speaker should not be static. Movement, as well as gestures, is vital to maintaining speaker and audience enthusiasm for the presentation. The good speaker follows three principles in ensuring lively (but not irritating) movement.

- a. Never turn your back on the audience while you are speaking (great speakers never turn their back).
- b. If you move about on the stage, make your movements purposeful. Don't wander about in some geometric lazy manner. Use your movement to reinforce or emphasize a point. Use it in concert with gesture to draw the audience in





## LESSON 9

### STRESSING AND STRETCHING



#### Contents:

intonation and stress, content words, function words, word stress, importance of word stress, rules of word stress in English,

#### Learning Objectives:

To learn word stress in English

To learn English speaking effectively

Intonation and Stress: Key to Understanding and Being Understood

Try this short exercise

Say this sentence aloud and count how many seconds it takes.

#### I study at University.

Time required? Probably about 5 seconds. Now, try speaking this sentence aloud.

**He can come on Sundays as long as he doesn't have to do any homework in the evening.**

Time required? Probably about 5 seconds.

Wait a minute the first sentence is much shorter than the second sentence!

#### You are only partially right!

This simple exercise makes a very important point about how we speak and use English. Namely, English is considered a stressed language while many other languages are considered syllabic. What does that mean? It means that, in English, we give stress to certain words while other words are quickly spoken (some students say eaten!). In other languages, such as French or Italian, each syllable receives equal importance (there is stress, but each syllable has its own length).

Many speakers of syllabic languages don't understand why we quickly speak, or swallow, a number of words in a sentence. In syllabic languages each syllable has equal importance, and

therefore equal time is needed. English however, spends more time on specific stressed words while quickly gliding over the other, less important, words.

**Let's look at a simple example:** the modal verb "can". When we use the positive form of "can" we quickly glide over the can and it is hardly pronounced.

They can come on Friday. (stressed words underlined)

On the other hand, when we use the negative form "can't" we tend to stress the fact that it is the negative form by also stressing "can't".

They can't come on Friday.

As you can see from the above example the sentence, "They can't come on Friday" is longer than "They can come on Friday" because both the modal "can't" and the verb "come" are stressed.

So, what does this mean for your speaking skills?

Well, first of all, you need to understand which words we generally stress and which we do not stress. Basically, stress words are considered **CONTENT WORDS** such as

- Nouns e.g. kitchen, Peter
- (Most) principle verbs e.g. visit, construct
- Adjectives e.g. beautiful, interesting
- Adverbs e.g. often, carefully

Non-stressed words are considered **FUNCTION WORDS** such as

- Determiners e.g. the, a, some, a few
- Auxiliary verbs e.g. don't, am, can, were
- Prepositions e.g. before, next to, opposite
- Conjunctions e.g. but, while, as
- Pronouns e.g. they, she, us

#### What is English Word Stress?

In English, we do not say each syllable with the same force or strength. In one word, we accentuate ONE syllable. We say one syllable very **loudly** (big, strong, important) and all the other syllables very **quietly**.

Let's take 3 words: **photograph**, **photographer** and **photographic**. Do they sound the same when spoken? No. Because we accentuate (stress) ONE syllable in each word. And it is not always the same syllable.

So the **shape** of each word is different.

	Shape	Total syllables	stressed syllable
<b>PHOTOGRAPH</b>		3	#1
<b>PHOTOGRAPHER</b>		4	#2
<b>PHOTOGRAPHIC</b>		4	#3

This happens in ALL words with 2 or more syllables:

**TEACH**er, **JaPAN**, **CHIN**a, a**BOVE**, conver**SA**tion, **IN**teresting, im**PORT**ant, de**MAND**.

The syllables that are not stressed are 'weak' or 'small' or 'quiet'. Native speakers of English listen for the STRESSED syllables, not the weak syllables. If you use word stress in your speech, you will instantly and automatically improve your pronunciation and your comprehension.

Try to hear the stress in individual words each time you listen to English - on the radio, or in films for example. Your first step is to HEAR and recognise it. After that, you can USE it!

There are two very important rules about word stress:

**1. One word, one stress.** (One word cannot have two stresses. So if you hear two stresses, you have heard two words, not one word.)

**2. The stress is always on a vowel.**

Why is Word Stress Important in English?

Word stress is not used in all languages. Some languages, Japanese or French for example, pronounce each syllable with equal emphasis.

Other languages, English for example, use word stress.

Word stress is not an optional extra that you can add to the English language if you want. It is **part of the language!** English speakers use word stress to communicate rapidly and accurately, even in difficult conditions. If, for example, you do not hear a word clearly, you can still understand the word because of the position of the stress.

Think again about the two words **photograph** and **photographer**. Now imagine that you are speaking to somebody by telephone over a very bad line. You cannot hear clearly. In fact, you hear only the first two syllables of one of these words, **photo...** Which word is it, photograph or photographer? Of course, with word stress you will know immediately which word it is because in reality you will hear either **PHOto...** or **phoTO...** So without hearing the whole word, you probably know what the word is (**PHOto...graph** or **phoTO...grapher**). It's magic! (Of course, you also have the 'context' of your conversation to help you.)

This is a simple example of how word stress helps us understand English. There are many, many other examples, because we use word stress all the time, without thinking about it.

How do I Know where to Put the Word Stress in English?

There are some rules about which syllable to stress. But...the rules are rather complicated! Probably the best way to learn is from experience. Listen carefully to spoken English and try to develop a feeling for the "music" of the language.

When you learn a new word, you should also learn its stress pattern. If you keep a vocabulary book, make a note to show which syllable is stressed. If you do not know, you can look in a dictionary. All dictionaries give the phonetic spelling of a word. This is where they show which syllable is stressed, usually with an apostrophe (') just before or just after the stressed syllable. (The notes at the

front of the dictionary will explain the system used.) Look at (and listen to) this example for the word **plastic**. There are 2 syllables. Syllable #1 is stressed.

Rules for Word Stress in English

There are two very simple rules about word stress:

**1. One word has only one stress.** (One word cannot have two stresses. If you hear two stresses, you hear two words. Two stresses cannot be one word. It is true that there can be a "secondary" stress in some words. But a secondary stress is much smaller than the main [primary] stress, and is only used in long words.)

**2. We can only stress vowels, not consonants.**

Here are some more, rather complicated, rules that can help you understand where to put the stress. But do not rely on them too much, because there are many exceptions. It is better to try to "feel" the music of the language and to add the stress naturally.

Stress on first syllable

rule	example
Most <b>2-syllable nouns</b>	CHIna, TABLE, EXport
Most <b>2-syllable adjectives</b>	SLENDER, CLEVer, HAPpy

Stress on last syllable

rule	example
Most <b>2-syllable verbs</b>	to exPORT, to deCIDE, to beGIN

Stress on Penultimate Syllable

rule	example
Words ending in <b>-ic</b>	GRAPHic, geoGRAPHic, geoLOGic
Words ending in <b>-sion</b> and <b>-tion</b>	teleVIsion, reveLAtion

Stress on Antepenultimate Syllable

rule	example
Words ending in <b>-cy</b> , <b>-ty</b> , <b>-phy</b> and <b>-gy</b>	deMOcracy, dependaBility, phoTOgraphy, geOLOgy
Words ending in <b>-al</b>	CRItical, geoLOGical

Compound Words (words with two parts)

Rule	example
For compound <b>nouns</b> , the stress is on the <b>first</b> part	BLACKbird, GREENhouse
For compound <b>adjectives</b> , the stress is on the <b>second</b> part	bad-TEMPered, old-FASHioned

Remember, English is all about stressing and stretching the words that need to be highlighted. Only practicing the stressing exercise shall help you master the art and use it comfortably and naturally in your speech.

“ I study at University”. Every time stress and stretch one word, and speak the other words normally. Initially you will find it funny, as you have never done this before. But trust me this is the only way to improve your effectivity in speaking English.

## Practical Session

Then they need to continue practice repeatedly every day, with five different sentences a day.

[illegible][illegible]

## LESSON 10

### ACCENT IMPROVISATION

#### Contents:

Accent, importance of accent, Difference between American and British accent.

#### Learning Objective: to identify the need of accent

Ever wondered why many of you think that speaking in the American Accent; means knowing well or for that matter correct English?

It's a mindset we have observed with youngsters between 18-25, that if you speak in American Accent, it generally implies that you have good standards when it comes to spoken English.

Unfortunately, this isn't true. To speak in the American or British Accent and to speak incorrect English may not form a very positive impression.



Well, so what is the solution? Is it that one must not follow International standards? Or is it that correct English with a fake accent sounds all right?

The answer to all these questions is:

- The first prerequisite is **Correct English**. You must try to speak correct and good English and work towards English improvisation.
- Accent is not required. If you try to put up with any accent that is not truly yours, it **will surely sound fake**, and so even if you speak correct English and add to it a "fake" accent, you would negate your impression.
- While writing or speaking, many a times, we ask about the correct accent, pronunciation or usage, mainly revolving around a conflict between American or British Accent. Is it **"skedule"** or is it **"schedule"** {pronunciation}, Is it **Colour** or is it **Color** {written}? Why does my word document **underline "behaviour" in red**?

of the pronunciations or written text confusions mentioned above, the only recommended solution is that India essentially uses the British accent and our spoken or written English revolves around the British English, however with globalization, various corporates have included various aspects of American pronunciation and written English in the corporate scenario.

- So, there isn't anything that's incorrect, the only fact is that English should be spoken and written correctly, and any thing that **sounds FAKE should be absolutely avoided**.

#### Notes-

## LESSON 11

### FACIAL EXPRESSION



#### Contents:

Facial Expression, introduction, component of emotion, Expressions, experiments, Emotion and facial expression

#### Learning Objective:

To learn the art of face reading and expressing non verbally

Facial Expression: A Primary Communication System

Expression implies a revelation about the characteristics of a person, a message about something internal to the expresser. In the context of the face and nonverbal communication, expression usually implies a change of a visual pattern over time, but as a static painting can express a mood or capture a sentiment, so too the face can express relatively static characteristics (sometimes called physiognomy).

The concept of facial expression, thus, includes:

1. a characteristic of a person that is represented, i.e., the signified;
2. a visual configuration that represents this characteristic, i.e., the signifier;
3. the physical basis of this appearance, or sign vehicle, e.g., the skin, muscle movements, fat, wrinkles, lines, blemishes, etc.; and
4. typically, some person or other perceiver that perceives and interprets the signs.

The existence and relationships among these components is a large area for study in the psychological and behavioral sciences. Facial expressions are an important channel of nonverbal communication.

#### Introduction

Emotion is one of the most controversial topics in psychology, a source of intense discussion and disagreement from the earliest philosophers and other thinkers to the present day. Most psychologists can probably agree on a description of

emotion, e.g., what phenomena to include in a discussion of emotion. The enumeration of these parts of emotion are called the “components of emotion” here. These components are distinguished on the basis of physiological or psychological factors and include emotion faces, emotion elicitors, and emotion neural processes.

#### Components of Emotion

The component that seems to be the core of common sense approaches to emotion, the one that most people have in mind when talking about human emotions, is the feeling component, i.e., the passion or sensation of emotion. For example, people generally agree that the state of mind during anger is different from that when one is happy.

This component is also one of the most contentious in scientific discussions of emotion, raising many questions such as:

- To what extent are such feelings, especially the claimed differences in quality, based on real physical differences?
- Is the feeling quality of a particular emotion shared among people?
- What is the nature of the differences in quality among emotions?
- What underlies or produces these feelings?
- What importance or function do such feelings have?

Common representation of angry emotion experience: “steamed up” with hot glowing eyes, and uncontrolled appearance. Is it the same across people?

Interpersonal aggression in the form of instrumental behaviors produced by skeletal muscles is often a concomitant of anger.

A bright idea can bring a pleasant emotion, or pleasant emotions can foster bright ideas.

Another obvious descriptive component of emotion is the set of behaviors that may be performed and observed in conjunction with an emotion. These behaviors are produced by the striated muscular system and are of two general types: gross behaviors of the body effected by the skeletal muscles and the so-called emotion expressions. These categories shade into each other because any behavior can be interpreted as expressing emotion. The gross body behaviors may have no apparent adaptive value, e.g., wringing and rubbing the hands or tapping a foot, or they may be directed towards a goal, e.g., striking something or running away. In the field of animal behavior, discovering the adaptive function and organization of behaviors in situations analogous to human emotion, and speculating on the evolutionary patterns of these behaviors is an established endeavor. This emphasis has not typically been given to the study of human emotions by psychologists. The facial and bodily behaviors called “emotion expressions” are indicators of emotion, as opposed to effecting some action or

achieving some goal. These expressions can differentiate one emotion from another. The most widely discussed and investigated emotion expressions are the emotion faces.



### Expressions

The exercise below illustrates the importance of facial expressions for displaying emotion. It seems that there are seven principal facial expressions, which we are generally quite good at recognizing and which appear to be so universal that even children who have been blind and deaf from birth display them:

- Anger
- Disgust, contempt
- Fear
- Happiness
- Interest
- Sadness
- Surprise

These appear to involve configurations of the whole face, though the eyebrows and mouth carry much of the information. The importance of the area around the eyes and mouth is shown by observations which demonstrate that when we examine a photograph of a person's face, we scan the whole face, but concentrate primarily on the eyes and mouth. This is further supported by the use of 'emotions' or 'smiley' in e-mail, which suggest an emotion simply by showing the eyes (and/or eyebrows) and mouth:

### Experiments

Facial expressions are essential to the establishment of relationships with others, as was demonstrated by "Izard" in an infamous experiment in which he severed the facial muscles of a











newly born monkey, as a result of which it failed to establish a relationship with its mother.

This simple experiment has been carried out across a wide range of different cultures and strongly suggests that, although of course there are differences in the extent to which different cultures permit the display of various emotions and the different ways they act on those emotions, the emotions themselves are common to all members of our species. Paul Ekman conducted the original experiments in the 1960s

They demonstrated that those peoples were able to recognize the facial expressions of Berkeley university students accurately and, conversely, that their facial expressions were recognized by Westerners. These results presented such a challenge to the prevailing orthodoxy of the 'Standard Social Science Model', according to which just about every facet of a human being's behaviour and mental life is the result of 'culture' and 'socialization' that Ekman's results were initially met with outrage. According to Pinker, one anthropologist tried to prevent him speaking on the grounds that his claims were fascist; on another occasion a black activist called him racist for claiming that blacks' facial expressions were no different from whites'.

### Read These Expressions ...



Facial features	Judged as
Structural aspects	
 thin lips	Conscientious
 thick lips (female)	Sexy
 high forehead	Intelligent
 dull eyes	not alert
 protruding eyes	Excitable
Persistent emotional expressions and their effects	
 mouth curvature	friendly, cheerful, easy-going, kind, likeable with a sense of humour, intelligent, well-adjusted
 facial tension	determined, aggressive, quick-tempered, not easy-going
Grooming	
 much make-up	feminine, sexy, frivolous (females)
 dark or coarse skin	hostile (males)
 spectacles	intelligent, dependable, industrious

## Emotion and Facial Expression

Neither emotion nor its expression are concepts universally embraced by psychologists. The term “expression” implies the existence of something that is expressed. Some psychologists deny that there is really any specific organic state that corresponds to our naive ideas about human emotions; thus, its expression is a non sequitur. Other psychologists think that the behavior referenced by the term “expression” are part of an organized emotional response, and thus, the term “expression” captures these behaviors’ role less adequately than a reference to it as an aspect of the emotion reaction. Still other psychologists think that facial expressions have primarily a communicative function and convey something about intentions or internal state, and they find the connotation of the term “expression” useful.

Regardless of approach, certain facial expressions are associated with particular human emotions. Research shows that people categorize emotion faces in a similar way across cultures, which similar facial expressions tend to occur in response to particular emotion eliciting events, and that people produce simulations of emotion faces that are characteristic of each specific emotion. Despite some unsettled theoretical implications of these findings, a consensus view is that in studies of human emotions, it is often useful to know what facial expressions correspond to each specific emotion, and the answer is summarized briefly below.

To match a facial expression with an emotion implies knowledge of the categories of human emotions into which expressions can be assigned. For millennia, scholars have speculated about categories of emotion, and recent scientific research has shown that facial expressions can be assigned reliably to about seven categories, though many other categories of human emotions are possible and used by philosophers, scientists, actors, and others concerned with emotion. The recent development of scientific tools for facial analysis, such as

the Facial Action Coding System, has facilitated resolving category issues. The most robust categories are discussed in the following paragraphs.

## Happy



Happy expressions are universally and easily recognized, and are interpreted as conveying messages related to enjoyment, pleasure, a positive disposition, and friendliness. Examples of happy expressions are the easiest of all emotions to find in photographs, and are readily produced by people on demand in the absence of any emotion. In fact, happy expressions may be practiced behaviors because they are used so often to hide other emotions and deceive or manipulate other people. Consider this point when viewing invariably smiling political figures and other celebrities on television. Detecting genuine happy expressions may be as valuable as producing good simulations. We can however easily differentiate between a genuine and a fake happy face.

## Sad



Sad expressions are often conceived as opposite to happy ones, but this view is too simple, although the action of the mouth corners is opposite. Sad expressions convey messages related to loss, bereavement, discomfort, pain, helplessness, etc. Until recently, American culture contained a strong censure against public displays of sadness by men, which may account for the relative ease of finding pictures of sad expressions on female faces. A common sense view, shared by many psychologists, is that sad emotion faces are lower intensity forms of crying faces, which can be observed early in newborns, but differences noted between these two expressions challenge this view, though both are related to distress. Although weeping and tears are a common concomitant of sad expressions, tears are not indicative of any particular emotion, as in tears of joy.

## Anger



Anger expressions are seen increasingly often in modern society, as daily stresses and frustrations underlying anger seem to



increase, but the expectation of reprisals decrease with the higher sense of personal security. Anger is a primary concomitant of interpersonal aggression, and its expression conveys messages about hostility, opposition, and potential attack. Anger is a common response to anger expressions, thus creating a positive feedback loop and increasing the likelihood of dangerous conflict. Until recent times, a cultural prohibition on expression of anger by women, particularly uncontrolled rage expressions, created a distribution of anger expressions that differed between the sexes. The uncontrolled expression of rage exerts a toxic effect on the angry person, and chronic anger seems associated with certain patterns of behavior that correspond to unhealthy outcomes, such as Type A behavior. Although frequently associated with violence and destruction, anger is probably the most socially constructive emotion as it often underlies the efforts of individuals to shape societies into better, more just environments, and to resist the imposition of injustice and tyranny.

### Fear



Fear expressions are not often seen in societies where good personal security is typical, because the imminent possibility of personal destruction, from interpersonal violence or impersonal dangers, is the primary elicitor of fear. Fear expressions convey information about imminent danger, a nearby threat, a disposition to flee, or likelihood of bodily harm. The specific objects that can elicit fear for any individual are varied. The experience of fear has an extremely negative felt quality, and is reduced, along with the bodily concomitants, when the threat has been avoided or has passed. Organization of behavior and cognitive functions are adversely affected during fear, as escape becomes the peremptory goal. Anxiety is related to fear, and may involve some of the same bodily responses, but is a longer term mood and the elicitors are not as immediate. Both are associated with unhealthy physical effects if prolonged.

### Disgust



Disgust expressions are often part of the body's responses to objects that are revolting and nauseating, such as rotting flesh, insects in food, or other offensive materials that are rejected as unsuitable to eat. Obnoxious smells are effective in eliciting disgust reactions. Disgust expressions are often displayed as a commentary on many other events and people that generate adverse reactions, but have nothing to do with the primal origin of disgust as a rejection of possible foodstuffs.

### Surprise



Surprise expressions are fleeting, and difficult to detect or record in real time. They almost always occur in response to events that are unanticipated, and they convey messages about something being unexpected, sudden, novel, or amazing. The brief surprise expression is often followed by other expressions that reveal emotion in response to the surprise feeling or to the object of surprise, emotions such as happiness or fear. For example, most of us have been surprised, perhaps intentionally, by people who appear suddenly or do something unexpected ("to scare you"), and elicit surprise, but if the person is a friend, a typical after-emotion is happiness; but if a stranger, fear. A surprise seems to act like a reset switch that shifts our attention. Surprise expressions occur far less often than people are disposed to say "that surprises me," etc., because in most cases, such phrases indicate a simile, not an emotion. Nevertheless, intellectual insights can elicit actual felt surprise and may spur scholarly achievements. Surprise is to be distinguished from startle, and their expressions are quite different.

### Other Emotion Expressions and Related Expressions

Some psychologists have differentiated other emotions and their expressions from those mentioned above. These other emotion or related expressions include contempt, shame, and startle. Contempt is related to disgust, and involves some of the same actions, but differs from it, in part, because its elicitors are different and its actions are more asymmetrical. Shame also has a relation to disgust according to some psychologists, but recent evidence suggests it may have a distinct expression. Most psychologists consider startle to be different from any human emotions, more like a reflex to intense sudden stimulation. The startle expression is unique.

Everybody wants to see a Happy face.

So flash a smile.

As they say" a smile costs nothing but buys everything"

## LESSON 12

### BODY LANGUAGE

#### Contents:

Body language, Examples of body language, how to use body language at work, decoding body language, positive and negative body language, body language during an interview, points to remember

#### Learning Objectives:

to learn to present yourself effectively



#### What is Body Language?

Body Language is the unspoken communication that goes on in every Face-to-Face encounter with another human being. It tells you their true feelings towards you and how well your words are being received.

**Between 60-80% of our message is communicated through our Body Language, only 7-10% is attributable to the actual words of a conversation.**

More often than once we all have experienced the feeling of instant like or dislike of someone but without necessarily knowing why. We just weren't happy, there was something about them. We often refer to this as a hunch or gut feeling, two descriptions directly relating to our own body's physiological reaction. Ever thought why?

Body language is not just the signal that your physical self gives to the other person; Body language is a communication form in itself. It speaks more than words. It communicates what is going on at the back of your mind, and also acts as perception meter. You may say or do something, which you do not mean, and if you do the same would be communicated through your body language.

Be it an interview, a meeting or a presentation, Body language contributes as much as the actual content.

Why you need to learn the art of positive body language is the fact that sometimes your body language gives certain signals that are not actually ethical or correct, and in certain cases may not truly be complimentary to your perception.

On the other hand body language may also help you emphasize your personality traits. You may sound absolutely confident, and sure, and if you sit straight, look straight into the eyes of the interviewer then your job is done!

**Ever been lied to?**



**Each one of you has experienced the feeling that you have just been lied to, haven't you?**

- 1) The words of the conversation probably weren't what we noticed as a direct lie. It was more likely to be the body movements and signals that gave them away.
- 2) Our subconscious picks up these signals, and if we're lucky enough to be perceptive, decodes them and tells us that the words don't match gestures we've just witnessed before our very eyes!

Whenever there is a conflict between the words that someone says and their body movements, we almost always believe their body without necessarily knowing why.

Examples of Body Language in use

**Nothing Crossed.**

Keep arms, legs, and feet relaxed and uncrossed. Also, if you are wearing a jacket, open it up. It relays the message... I am open and honest with you.

**Lean Forward**

Move within 6 to 8 feet of your client. Lean slightly forward. Interested people always pay attention and lean forward.

Leaning backwards demonstrates aloofness or rejection.

### Mirroring

Pay attention to your clients breathing and the pace that they are talking at. Is it fast or slow, then mirror them. If they cross their legs...slowly do the same.

### Direct Eye Contact



Direct eye contact is a compliment to most people and builds trust in you. But be aware of the customs of people from other countries. It may be a sign of disrespect.

### Handshake

Not too hard and not too soft. Pay attention to how you are shaking someone's hand.

### How to use body language at work

#### 1. Colours

To assert your authority, wear red. Red makes you look and feel confident and in control and gives you an energy boost. Avoid it, however, if you want others to open up to you. you'll intimidate them. Wear green to help you concentrate - it will focus your attention on what needs to be done. Purple is a brain-booster, so wear that when you need to be bursting with ideas. Black gets you taken seriously, but can make you conform to the corporate stereotype - it'd be hard to stand out or have any flair.

#### 2. Look Sharp

You'll win points if you look fascinated by what your boss is saying. Lean forward a little, cock your head slightly to one side and make eye contact for a few seconds. Don't let your eyes wander above their head or they'll know you're faking it

The rule of thumb is to focus on the last person that spoke.

#### 3. Hands

When you're talking to your boss, keep your hands where they can see them.

That doesn't mean you should wave them about as you talk either - Wild gesticulation will merely attract attention to your hands rather than the content of your speech.

### Decoding Body Language

Knowing how to read body language is a useful communication skill.

So is the knowledge of how to use it.

There are two basic groups of body language postures: OPEN/CLOSED and FORWARD/BACK

OPEN/CLOSED is the most obvious. People with arms folded and legs crossed and bodies turned away are signaling that they are rejecting messages. People showing open hands, fully facing you and both feet planted on the ground are accepting them.



**FORWARD/BACK** indicates whether people are actively or passively reacting to your communication. When they are leaning forward and pointing towards you they are actively accepting or rejecting the message. When they are leaning back, looking up at the ceiling, doodling on a pad, cleaning their glasses they are either passively absorbing or ignoring it.

The posture groups combine to create four basic modes: responsive, reflective, combative and fugitive.

In responsive mode, **OPEN/FORWARD** the person is actively accepting. This is the time to close the sale, ask for agreement, and demand a concession















In reflective mode, **OPEN/BACK**, people are interested and receptive but not actively accepting. Trying to close the sale or asking for agreement now may drive them away into fugitive mode. This is the time to present further facts and incentives. It may also be a good time to keep quiet and let them think.

In fugitive mode, **CLOSED/BACK**, people are trying to escape physically through the door or mentally into boredom. This is the time to spark interest in any way you can, even irrelevant to the message.

Finally, in combative mode, **CLOSED/FORWARD**, there is active resistance. This is the time to defuse anger, avoid contradiction and outright argument and to steer them into reflective mode.

RESPONSIVE	REFLECTIVE	FUGITIVE	COMBATIVE
ENGAGED	LISTENING	BORED	LET ME SPEAK
leaning forward	head tilted	staring into space	finger tapping
open body	lots of eye contact	slumped posture	foot tapping
open arms	nodding	doodling	staring
open hands	high blink rate	foot tapping	
EAGER	EVALUATING	LET ME GO	AGGRESSIVE
(sprint position)	sucks glasses/pencil	feet towards door	leaning forwards
open legs	strokes chin	looking around	finger pointing
feet under chair	looks up and right	buttoning jacket	fists clenched
on toes	legs crossed in 4 pos.		
leaning forward	(ankle on knee)		
READY TO AGREE	ATTENTIVE	REJECTION	DEFIANT
closes papers	(standing)	sitting/moving back	(standing)
	arms behind back	arms folded	hands on hips
pen down	smile	legs crossed 11 pos	frown
hands flat on table	open feet	(thigh on knee)	
		head down	
		frown	

RESPONSIVE	REFLECTIVE	FUGITIVE	COMBATIVE
			
			
			

### Positive Body Language

- **Responsive/eager:** Leaning forward, open arms, nodding
- **Listening:** Head tilted, constant eye contact, nodding and verbal acknowledgement
- **Attentive:** Smiling

### Negative

- **Bored:** Slumped posture, foot tapping, doodling

- **Rejection:** Arms folded, head down, subconscious frowning
- **Aggression:** Leaning too far forward, finger pointing, grinding teeth
- **Lying:** Touching face, hands over mouth, eyes averted, shifting uncomfortably in your seat, glancing

### Body Language during an Interview

Having a slick profile and all the right answers to tricky interview questions won't get you anywhere if your body language gives an entirely different message.

Note that:

- Tone of voice and body language accounts for **65 per cent** of what's communicated, Words account for **35 per cent** of the message that's communicated.
- Body language can give away a lot of our feelings, regardless of whether we keep our mouths shut or not.
- One needs to set up in a confident and comfortable position to help avoid negative body language habits.
- One must be comfortably seated in an upright position ensuring that no particular part of the body is under strain (e.g. neck).
- Hands must rest in the lap; head raised, an expression of interest and relaxed shoulders, without slumping into the seat.

### Points to Remember

- Fidgeting shows boredom and restlessness
- Crossing arms indicates an unwillingness to listen
- Tapping your foot, is distracting and a sure sign of boredom
- Doodling on paper shows you're not paying attention
- Touching your face or playing with your hair can be a sign that you're hiding something
- Looking away or hesitating before or while speaking indicates that you're unsure of what you're saying
- A fixed, unfocused stare shows your attention is elsewhere

### Voice

A good CV and all the right answers to the toughest interview questions won't land you the job if your voice gives off an entirely different impression. It is important to project yourself confidently in a clear, controlled and steady voice that can be easily understood.

- Always pause before speaking, this avoids instinctively reacting and saying the wrong things
- Speak slightly slower than normal, don't over do it though
- Vary your tone and dynamics, but try not to speak too loudly or too softly
- Don't mumble or gabble on excitedly
- Keep your hands away from your mouth as you speak
- Watch your pitch (high-pitched voices are tough on the ears) and avoid a 'sing-song' tone
- Let your voice show your enthusiasm and keenness



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## LESSON 14

### ETIQUETTES

#### Contents:

Etiquettes-basics, office etiquettes, telephone etiquettes, Business, social and party etiquettes

#### Learning Objective:

To learn business, social and party etiquettes

To learn telephone etiquettes



**Etiquette**...what do you think of when you hear this word? Miss Manners? Mr. Perfect? Or is it somebody who's best dressed?

The world has changed. There are etiquettes defined for each sphere, and for that matter different etiquettes defined for different spheres of life. Where Business etiquettes are different from social etiquettes and Party etiquettes are another concept.

So how does one realize what is the right thing to do? What is the right thing to wear? What should be spoken? How should it be spoken? What is style? Can I have my own style? And for that matter who decides all this? Is it the trends or an individual? What is formal and what is informal? Where should I refer to know what I should do, to ensure that I am not a misfit in any walk of life?

Well this chapter will help you unfold all these questions and you would get an answer to all these apprehensions and more.

The answer to all these questions is that:

There are no Rules. You decide your style.



Well, you need to remember a few things.

- You need to spell your own statement, as to what would you like to project your personality as.
- We all know that the way we dress, carry ourselves, talk and behave makes a statement about our personality and attitude. All we need to take care is that this image projection is exactly what we wish to be seen as and makes us acceptable at the right places.
- The whole idea revolves around the way you use your soft skills to handle the people around you, who may directly or indirectly be associated with you, be it in a social circle or a business platform.

Let's examine the underlying differences between social and business etiquettes. Our body language and our behavior play a critical role in determining how others respond to us. Actions speak louder than words, and we can create specific responses with specific choices.



By understanding business etiquette and utilizing this mode of communication, we can use it to great advantage in our business and our sales strategies. Polished social graces can get you where you're going, faster. Executives are expected to assimilate these finer points of etiquette along with the subtleties of their business because good manners grease the wheels on which the society moves.

Every day we encounter people in a variety of **business and social situations**. The way we meet and greet them creates lasting impressions and paves the way for a productive encounter.

The most important difference between business and social etiquettes is that social etiquette is based on chivalry, on the concept that the **Lady has to be respected and protected**, whereas **business etiquette is based on hierarchy and power i.e. the power protocol**.

Men and women are now treated as peers. You hold the door open for a woman if you would hold it open for a man in the same situation. Doors are held open for superiors, for clients, for peers following close on your heels and for anyone who is loaded down with packages, regardless of your gender or theirs'. Men do not jam up elevators by trying to let the woman out first, unless of course she happens to be your CEO or your client. Whoever is closest to the elevator doors, man or woman, exits first.

The Golden Rule for everyone is to treat others, as they themselves would like to be treated.

## Introductions



Introductions are one of the most important aspects of our daily life, but few people know how to make them properly.

Introductions project information. Besides the obvious elements of name, title, and affiliation, an introduction conveys a level of respect and reflects how the person making the introduction views the other person's status. Mastering the art of the introduction will help put you and the people you are introducing at ease.

The most important point about introductions is to make them. Failing to do so causes embarrassment and discomfort. If given a choice, most people would prefer you to make the

introduction incorrectly, even if you forgot their name, rather than stand there unacknowledged and disregarded.

In the **social arena**, men are introduced to women. Since social etiquettes are based on chivalry, so both formal and informal introductions are **made according to age, then gender, and then social status**.

The man would be introduced to the woman in a social situation unless the man is obviously a great deal older, in which case one would defer to age over gender.

**As you make the introduction, include a brief but meaningful piece of information about each of the people to explain their uniqueness or importance.** "Radhika is our P.R. consultant who helped me get all that coverage in the national press. Rakesh is the photographer whose work you admired in my office, Shelly." Never qualify a description by adding too many adjectives because the automatic implication is that the other person holds a lower position in your personal hierarchy. When in doubt, be less personal rather than more personal.



As you say each of the individuals' names, **look at him or her**. In this way, you focus attention on them and make them feel important while appearing to be in control. Once a conversation has begun and everyone seems at ease, you may excuse yourself.

When introducing relatives to other people **always clarify their relationship with you**; it avoids any possible faux pas that could result from inadvertent comments. Never refer to your own spouse as Mr. or Mrs. in a social introduction. **Simply saying "Pallab, my husband," or "Anu, my wife" is sufficient.**

In the **business arena**, the person of lesser importance, regardless of gender, is introduced to the person of greater importance, regardless of gender.

But, always remember that the name of the person being introduced is mentioned last, the person to whom the introduction is made is mentioned first. The rule, then, is **"Mr. or Ms. Greater Authority, I'd like to introduce Mr. or Ms. Lesser Authority."**

Remember, remember, "the client" is more important than anyone in the organization, even if the client holds a lesser title than the executive in your firm.

**Introduce someone from your firm to a client or customer.**



Example: Mr Arora, this is Ms.Bose, our Chief Financial Officer. Mr. Arora is our client from Reliance.

### Introduce a junior executive to a senior executive.

Example: Mr. Senior Executive, I'd like to introduce Mr. Junior Executive.

### Introducing Yourself



If no one introduces you, step in and introduce yourself.

Someone may be too embarrassed to admit forgetting a name or may be distracted by other matters. Feeling slighted because you were not introduced only puts you at a disadvantage.

**Introduce yourself by extending your hand, smiling** and saying something like, "I'm Ritu." Avoid making any comment such as "Anita works for me" that might be misconstrued as arrogance or superiority. Instead, say, "Anita and I work in the same office."

Always use both names when introducing yourself to convey the message that you take yourself seriously as an adult and expect the same treatment from others. And, since you don't know how comfortable the other person feels with formality or lack of it, you give that person the chance to set the tone most comfortable to them.

### Introducing a Guest Speaker

Prior to the event, have the speaker supply background information and ask how he or she prefers to be introduced.

**Keep the introduction short but enthusiastic**, giving the speaker's name, credibility on the subject and the title of the presentation.

Then ask the audience to join you in welcoming the speaker and begin the applause. Don't alienate the audience by informing them that they'll learn something. And, don't undermine the speaker by talking so much about the topic yourself that you give part of the presentation.

### Rising to the Occasion

Always stand for introductions. Everyone **should rise to greet newcomers** at both business and social functions. The old rule that a woman remains seated when new people enter a room and are introduced is obsolete.

At a very large function, only those nearest the newcomer would rise and say hello. If you are wedged into a tight position in a restaurant, there may not always be sufficient room to stand properly, but at least **make the attempt** so that by remaining seated you will not be perceived as aloof.

In an office, always rise and **come around from behind the desk** to greet visitors.

### Handshakes



The accepted physical greeting to accompany introductions is the handshake. Men and women must be treated equally in the workplace; women should learn to greet even their good friends with a handshake.

Men have an advantage in that their fathers often took them aside as boys and said, "Son, let me teach you how to shake hands like a man." Unfortunately, few of our mothers took the girls aside to teach to shake hands like a woman. So, what is it to shake hands like a businessperson?

To shake hands properly, we must keep that thumb up and touch webs before wrapping the fingers around the other person's hand. **Social etiquettes decreed that the woman be the one to extend her hand first.**

### Telephone Etiquettes



The caller cannot see you, all he responds to, is your voice, tone and attitude that he gets to hear. Impressions are formed on the basis of how you sound over the phone?

In business, in addition to the greeting, it's necessary to identify our self and the company or department. In other words, you would say "Good afternoon, University, Shelly Singh

speaking.” or “University. This is Shelly. How may I help you?”

The easiest way to avoid having someone ask you “Who’s calling?” and also one of the better ways to assure you’ll get through to your party, is to announce yourself at the beginning of your call.

“Hello, this is Shelly Singh from University. May I please speak to Sonal Jain” It is amazing how effective that little introduction can be. By stating your name, you send a subliminal message that you have a right to speak to the person you are trying to reach rather than arousing suspicion by being evasive about your identity.

Remember at the beginning of the call; ask if the person has a few minutes to talk to you. Forget those old bromides about making small talk and building rapport before getting to the point of your call. Know why you’re calling before you ever dial, and get to the point. Wasting someone’s time is rude.

Never run the words into each other. Speak Distinctly.

Surely all of you remember your Mum yelling at you to get off the phone, well, brevity is one lesson we should all remember from mom for polished telephone etiquettes.

### Tips

- If you have your cell phone turned on in meetings, restaurants, churches, workshops, theatres etc. set it to vibrate.



- Set the ring tone at a low volume with a tune that is soft, gentle and not annoying.
- If you have to attend to a call, excuse yourself and answer your phone in a private corner.
- Never shout. If the background noise is disturbing, go to a quieter place. If the problem is a bad connection, talking louder will not help so just end the call and try again from a place where the reception is better.
- Be considerate of people standing or sitting near you. When choosing a spot to take or make a call, make sure you are far enough away from other people & that they are not forced to listen to your conversation.
- Never talk while driving a vehicle. It is not only risky but also unlawful to talk while driving. If you have to attend to a call, just pull over on the side. Make sure it is a parking zone, or else use hands free.

- Speak softly; mobile phone has a sensitive microphone capable of picking up a soft voice.

### Before The Telephone Rings

- 1) Ensure that you have a pen and a pad ready to note down all the details.
- 2) Always lift the Receiver with your left hand so that you may write with your right.
- 3) Ensure that you have held the receiver in the right way so as to not to ask the caller to repeat what he had said.

### Answering The Telephone



- 1) Keep the pen and the writing pad ready at all times.
  - 2) Answer the call ideally on the first ring. Definitely before the third.
  - 3) Greet the caller with an identifier: be it the name of the Company, department, or your name.
  - 4) Find out courteously who you are speaking with. Do ask the name of the caller very politely.
- “ May I Know who’s calling?” ; “ May I have your name please?”

**Never ask :** “who’s calling?”

- 5) Do be courteous. “Talk with a smile in your voice”
- 6) Give full attention to the person on the phone.
- 7) Speak in a “low” yet “clear” voice.

### Putting the caller on hold

- 1) Say “Please hold on”
- 2) In case you have put the call on hold to get some information, do tell the caller how much time it would take to give the information he needs.
- 3) In case the waiting is going to be long, do interrupt in between and mention how much more time would be required, to furnish the entire information.
- 4) When you return to the call, say,  
“Sorry to have kept you waiting”  
“Thank you for waiting”

### Don’ts

- 1) Never answer the phone with just a “hello”.
- 2) Never leave the line “open” while you are talking to someone else. The caller may hear something confidential.

- 3) Don't ever slam the receiver, no matter how irritated you may be.
- 4) Don't eat, chew, drink, or smoke while talking on the phone. It is very impolite.
- 5) Never end a phone call without a pleasant close, "Thank you for calling", "Have a pleasant day" or "It was a pleasure speaking to you."

### Electronic Communication



Most people hate talking to someone using a **speakerphone**. Use it only to continue the conversation while doing something directly related to that call, and then only after you've asked for permission. If this is a frequent occurrence, you may want to invest in a headset.

**E-mail** is a quick, informal way to send a message as long as you retain the same boundaries of propriety you would use if dealing with the person face-to-face. **If, for instance, you always address the CEO by surname in person, don't switch to the first name when sending e-mail.**

Also, avoid jokes and **those little punctuation faces**. They are **unprofessional** and most likely to be misconstrued. If your statement needs an explanation in parentheses like [joke] or [ha-ha], rephrase or eliminate it. And, don't send a message all in caps; **it's the electronic equivalent of shouting**.

Never tie up someone's line or waste their paper by sending an unsolicited FAX unless it is urgent. And **never, ever, send a resume by FAX unless it was requested**. When you send a FAX, **always include a cover letter** stating the total number of pages, the date, who it is to, who it is from and your telephone and fax number in case there are problems with the transmission.

### Correspondence



Another of mom's lessons to remember is to **write thank you notes**, and **by hand**. You can never send too many of them, and it is a gesture that will be remembered. They need not be long and flowery; short and sincere is a very effective style.

Writing business letters is a skill in which most professional people need some polishing. The **casual meandering of a personal letter is not appreciated** in business. You can waste a person's time with your letters as easily as with a phone call.

Get rid of those pat phrases at the beginning of a letter like "thank you for taking time out of your busy schedule to see me" or "it was a pleasure talking with you on the telephone yesterday," that has been too overused. Let the person know you were really listening by starting your letter with a specific reference to something the person said or did.

**Another annoying phrase, "If you have any questions, please feel free to call and I'll be happy to answer them,"** appears at the end of too many letters. A simple, "please call if you have any questions or need more additional information," is cleaner and clearer.

### Office Etiquettes

It is rude not to greet people when you first enter an office, whether you're the mail person or the CEO. Make it a habit and you will help make the workplace a more pleasant environment.

When you call on someone you are the guest in that person's office, and when they call on you, you are the host. But, what does this host-guest behavior involve.

- First, a **guest is punctual** and does not pay surprise visits.
- Guests also **do not make themselves more comfortable in someone else's office than the host**.
- They **don't take over someone else's space by spreading papers** all over the person's desk.
- And, they don't place a **handbag or briefcase** on the person's desk.



- Guests also **do not overstay their welcome**. When your scheduled time is up, don't assume the host's schedule is so flexible it can accommodate you for another hour. Reschedule if you need more time. Believe me, if the host is really interested in what you're selling and has the time to hear more, he or she will let you know.

- The host's responsibility is to **greet the guest and to make the visitor feel comfortable.**
- If you're busy, **have your secretary go out to reception to bring the visitor to your office.**
- Then, get up and come around **from the desk to shake hands with the person.**
- When the meeting is over, **the host is responsible for bringing the meeting to a close, summarizing what was covered and what action is to be taken.**
- **Never leave visitors to find their own way.** Not only is it rude, it jeopardizes security.

### Business Entertaining

Many business meetings take place outside the office over a meal. But, again confusion exists over two matters; first, what meal to use



for what purpose and second how to handle the tab gracefully. Each business meal has its own reason for being and it is never about food. Each business meal also has an acceptable time frame.

- **Power breakfasts are ideal for urgent business**, to review an event happening that day or to meet with a person who doesn't take lunch. Schedule 45 minutes to 1 hour.

But, it's advisable to have a good reason to get someone up early to meet with you.



- **Allow two hours for a power lunch.** Lunch is the ideal meal to entertain clients or to establish business contacts. Just make sure you don't wait until dessert to bring up your agenda; the time to start discussing business is after the appetizer has been served.



- **Tea is the new power meal**, an ideal time to become better acquainted with someone with whom you want to establish a business relationship. It is also a civilized time to discuss matters outside the office without breaking up the middle of the day.



As people become more concerned about alcohol consumption, it becomes an ideal alternative to meeting for cocktails.



- **Business dinners** should never be the first meal with a client unless that person is from out of town or has specifically requested it.



Respect the client's personal time. Discussing business at dinner can also be tricky if you don't get down to it before the second drink arrives. Dinners are ideal to cement existing relationships or as a special treat for the client.

- So, whether you invite your client or your client invites you, **you pay**.



- If there is no clear beneficiary, the person who extends the invitation pays. There are several ways to handle the check so it never becomes an issue.
- The best time to clarify that you are hosting is when you extend the invitation by saying, **"I'd like you to be my company's guest at lunch on..."**
- One time you **don't try to pick up the check** is if your client has invited you to a private club. Instead, **reciprocate at a later date**.
- Ideally, Good manners are good business!



## Social Graces

One of the most important things for our professional as well as personal lives is having really good people skills.

We go to prestigious universities, we learn how to write good cover letters, read books on mastering the art of marketing, develop awesome web sites, and force ourselves to make dreaded cold calls, but we neglect to analyze and upgrade the way we work and deal with the people around us.

Here are some considerations on making relationships with people work to your and their advantage:

### Look at People and Smile

Have you ever seen someone on the street or in a car and he looks really grim and fierce and then you smile at him and the transformation that happens is incredible? You can have the same powerful effect on the people you meet and who work around you if you take the time to look at them and smile.

### Just "Hang" With People



Life today, is hectic and everyone has a full schedule – but, there should always be time to meet with friends, have some coffee, go to plenty of networking events, make new friends and enjoy being with others without having any reason to meet. Take the time to smell the roses around you and see how you connect to friends and business colleagues.

### Be Genuinely Interested in the People You Meet

Most people have something interesting to say, they just have to know that you want to hear what they want to talk to you about. Ask open questions that elicit other responses than yes and no and give appropriate responses to what you're hearing. We all realize that it is important to make eye contact while listening, and while that is important, you also have to react to **comments, acknowledge what is being said** with a smile and nod of your head. Smiling and encouraging people to speak will make your interaction more genuine and comfortable.

### Offer Support

If you want to be a person people call on, give them something, which is meaningful for the relationship. Offer support, encouragement and active help with a new job or a relationship problem, introduce them to your friends and make them feel

appreciated and convey to them the importance you place on your relationship.



“Every action done in company ought to be with some sign of respect, to those that are present.”

#### Responding to Introductions

The way you respond to someone else's introduction is just as important as making the introduction. In response to informal introductions, simply say “hello”. Add a phrase like, “I've heard so much about you, Nina,” only if it is true and if it is complimentary. Beware of phrases like, “Pleased to meet you” because that may not be true after only a few minutes of conversation.

**“How do you do?” followed by the person's name is the customary response to a formal introduction.**

**Refrain from the use of first names** until the person to whom you've been introduced has indicated that the familiarity is preferred.



#### Ever Thought About,

##### Remembering Names

If you forget someone's name when making an introduction, try putting the other people at ease rather than concentrating on your own embarrassment. Remain calm; if you fall apart, the person whose name you forgot may feel obliged to put you at ease, compounding your faux pas.

Be straightforward yet tactful in admitting your memory lapse.

**By saying, “I've forgotten your name,” you imply the person wasn't worth remembering. “I've just drawn a blank,” or “my memory seems to be malfunctioning”** connotes a more temporary condition that doesn't have the same insulting implications. If you can't remember someone's name, but you remember an interesting point about him or her, cite it. You might say, “I clearly remember our conversation

about Soft Skills, but your name seems to **have temporarily slipped my mind**. Please help me out.”

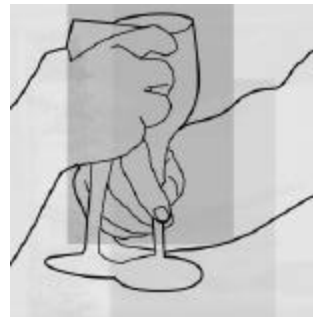
Then, whatever happens, **get off the subject of the memory lapse and onto something more interesting to everyone**.

Profuse apologies only make everyone uncomfortable. The sooner you forget about it, the sooner everyone else will...and the happier everyone will be.

When you're introduced to someone, **say the person's name**, and then repeat it several times during the conversation. Not only do you project a genuine interest in someone by repeating their name, but also the repetition is more likely to imprint the name on your memory.

Now that you have a better understanding of meeting and greeting people, “Be fearless and even if each day you must meet someone new, etiquettes would fall in place even before you know.”

#### Business Party Etiquettes



- Enter the room with confidence, observe the ambience, and find someone you want to meet.
- When you arrive, smile. It's the one signal understood by everyone.
- Never think male or female. Think professional.
- Never park yourself at the bar or at the food table. Get what you want, then circulate.
- Never offer a cold, wet handshake. Keep your drink in your left hand.
- When grazing, keep everything in your left hand so the right hand is free to shake with the next person.



- The napkin goes between the ring and little fingers,

- The plate goes between the index and middle fingers
- The bottom or stem of the glass goes between the index finger and thumb, using them to stabilize the plate.
- Be discriminating in handing out your business cards.

## Cocktail Party Etiquettes



“A gossip is one who talks to you about others; a bore is one who talks to you about himself; and a brilliant man is one who talks to you about yourself.”

1. Listen before jumping into a conversation. You may not want to deal with those people.
2. Make eye contact with one person in the group, smile and listen until they include you, or.
3. Introduce yourself when there is a pause in the conversation, or.
4. If you have something relevant to add to a group's conversation, jump in, then introduce yourself afterward.
5. To initiate a conversation, you can talk about the situation, talk about yourself (in moderation), or talk about the other person.
6. Avoid taboo topics; including:
  - off-color or discriminatory jokes
  - personal relationships and sexual proclivities
  - health
  - diets
  - personal tragedies
  - cost of anything personal
  - income
  - controversial topics like politics or religion
  - free advice from professionals
  - spouses as authorities
  - "I" strain



7. Don't blend; circulate. Spend five to seven minutes with each person or group. You are all there to mingle and network.
8. Always remember to close a conversation. Shake hands and take your leave.

[illegible]

## LESSON 15

### CORPORATE DRESSING

#### Contents:

introduction, dressing right for men and women, office wear, Do's and Don'ts, Corporate dressing for an interview/meeting

#### Learning Objective:

To learn the sense of corporate dressing



#### Introduction

Many of you have doubts about what should be worn and what shouldn't be. What is the right dress code for interview, and what should be worn every day at work? You all know that there is a difference in Casual and Formal dressing. Just follow your gut feel and follow the difference. Yes, there sure are certain absolute rules to be followed as popularly accepted in the corporate firmament. All you need to do is keep the do's and don'ts in mind and blend those with your personal style statement.

Ever thought, why our politicians don't wear suits, or why do men not wear a kurta pyjama at work, or for that matter why don't women wear Churidar- kurta for presentations?

It is because they are living up to an environment and they are all making a statement about the image representing the industry they function. The fact that there has to be a conservative corporate dressing that has to be followed. And to spice up the conservative part; we all add our style, our personal statement to our dress codes.

So you sure may wear whatever you want to wear, provided it is a correct combination of conservativeness and personal style statement.

#### Facts

Did you know...

- Within the first **few seconds** of a meeting, the other person has decided whether to do business with you.
- Men's **suits, ties and shoes are the first sign of success.**
- Women who wear **properly fitted western business suits** or drape their sarees properly are taken more **seriously.**

- However, a majority of men and women need help redefining their wardrobe and **updating their look.**

#### Dressing right



The key to dressing right for the corporate World is not really following fashion trends but knowing what is right in corporate dressing. Apart from that there's the need to understand the dress code in your workplace and adhere to it, as much as you can.

Remember that if another friend or colleague looks good in a particular outfit is no guarantee that you would be able to carry the same style well. Try and always wear something that fits well on your body structure and built and gives you a serious look.

- **Denim and sneakers are complete misfits** in the corporate environment.
- Whether you're in the market for a **new career or in line for a promotion, you should showcase your corporate look**—and let your employer know that in addition to your skills, you're a natural leader.
- "It's better to **spend money on one good-looking suit** and wear that to important interviews, because those interviewers will never know how many times you've worn it,"

#### Words of an Interviewer



"When I'm hiring a candidate, before he or she even speaks I look at them, if they're not wearing a suit jacket or if they're



wearing a big shirt with floppy collars, **I would think that they don't care enough about the job.**"

"When I'm hiring a candidate, before he or she even speaks I look at them, if they're not wearing a suit jacket or if they're wearing a big shirt with floppy collars, **I would think that they don't care enough about the job.**"

The bottom line is that you want to convey to your future employer that **you can fit in at the office, not stand out.**

**To be elegant is a question of detail.**

Fabrics and cuts and even the way you tie your tie makes a statement about refinement. All these little details are noticed.

"For men who are becoming more fashion – conscious, there's no harm in seeking knowledge. You can also emulate some of your male fashion icons in the corporate world. Notice how they dress and the fine details about their dressing. You'll learn a lot from them".

### FAQ's

Here are a few of the most Frequently Asked Questions about Corporate Dressing

#### Men



- What about hair do?

Haircuts should be neat, classic and preferably conservative. Designs, logos and names shaved into the haircut are never appropriate in the office. Never grease your hair with too much oil, that looks clumsy. As India is a hot, humid and dusty country, remember to shampoo your hair every alternate working day.

- **What is the proper way to fasten a single breast, three or four – button suit jacket?**

The single breast, three/four – button suit, is in these days. As far as fastening the jacket, the standard practice is to button, all or only in the middle.



- **Tell us about the Tie and the shirt**



The tie and the shirt definitely go hand in hand. You may match tie that compliments the shirt, as in a contrast, or you may even follow the latest trend of wearing the shirt and the tie of the same color, but in this case do remember that neither of the two should shimmer. Plain subtle material may be used.

In short, you can take steps within the borders of being conservative, You may wear colored shirts and silk ties and the whole monochromatic look (coloured shirt and matching tie) and can be a little flashier. You can still have flair because there are a lot of styles that are contemporary and fashionable." Stylish, silk ties in various patterns are a major hit in the office, but steer clear of cartoon ties or ties with too on them.

- **How should we decide the colour of the socks?**



Try to match the color of your socks with that of your trouser. They should be complimenting each other. In formal wear, remember that white socks are an absolute “NO, NO.” Ideally wear a black coloured socks, this goes with everything.

- **What about shoes?**

Shoes should be polished and not run-down. The colour of the shoes should match with the colour of the belt and of course should compliment the whole outfit. Usually in the corporate environment, Black or brown tan leather shoes are the best bet. Wear black Oxford shoes with laces, that's the best bet.

- **If one has to remove the suit jacket when he gets into his office, where should he keep it to preserve its shape?**

As there are many components in a jacket, care should be taken when you take it off. Keep your jacket on a hanger or valet, **not a hook**. Hangers should be shaped for shoulders: avoid the thin variety. Placing a jacket over the back of your chair is bad because you flatten the collar when you lean on the backrest.

- **How should the corporate man wear cologne or after-shave?**

Always put your aftershave or cologne on before getting dressed, other wise your ties and jackets will have an overpowering smell that many may not like or be put off. Also, you might risk stains on your dress if you spray on it.



- **For a young corporate executive, what's the ideal bag to carry?**

It is a matter of personal taste; either leather bags or briefcases may be carried. But a leather bag, preferably black or dark tan, looks more corporat-ish. The choice is yours. Don't think briefcases are for only the older executives.

- **Should cufflinks and belt buckles match?**

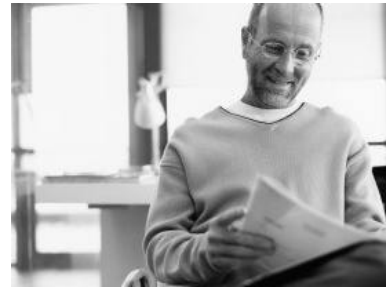
If the cufflinks are solid silver or gold, you should probably match them to the tone of your belt buckle, but if the metal is the backing for enamel or the mounting for something then matching matters very little.



- **Jewellery for men?**

“Keep in mind that you want to wear as little as possible, one quality watch, that's enough.

- **How about FRIDAY DRESSING?**



The concept of Friday dressing has recently set in the corporate world, but always remember that you are still at work, and you still do project the image of the organization, so the safest bet is to wear pressed khakis, a white shirt and shoes. You surely want a look that is clean and still gives you an air of authority, even though it is a Friday or Sturday.

## Women



- **What is the right dress code? Western or Indian?**

“**I'm here for business and I'm confident**”, is what your dress should speak. Your clothes should not be too short, too form-fitting, or too revealing in the office—it could send the message that you are not serious about your job.

You may opt for either the western or the Indian dress code depending on your preference. A western outfit would mean Trouser, collared shirt and a jacket, and the Indian formal would mean a simple and elegant sari (Preferably, cotton in summer and silk in winter). Try to avoid a choice of shimmer and too bold a colour. While wearing the sari, remember, not to let loose the “palla”, it should rather be pinned properly. Wear a sari the way Airhostesses do. That's what one would say-serious Indian dresses for the ladies.

- What is the right hand bag to carry?



Since at office there are a few documents or files that you may require to carry along, do not settle for a very tiny, less spacious bag. To hang a bag and then to hold things in your hand may look awkward. For ladies, the colour of the bag and the sandals/shoes should match.

- What kind of sandals should be worn?



Sandals must always be close toed, and not slip-ons. The best bet is the cinderella shoes. As mentioned above, the colour of the shoes should match that the color of the purse and must also compliment the complete dress. Shoes should be polished and not run-down.

- How should one tie the hair?

As the question already uses the word “tie” please remember that office is a place for work and not for partying. If your hair length goes down the shoulder, then please try and tie them up. Preferably in a neat bun, ensuring that no strands of hair stand out. Hair that looks glued on is not acceptable in the work environment.” Avoid popular hair decor such as streaks or glitter.

- What kind of Make up & jewellery should be worn?



Your make-up should be subtle and complementary to your overall polished look. Make-up for work should always be very natural, and never too loud. Avoid hanging earrings and heavy jewellery at work. Jewellery should always be kept to a minimum in the office. Nose jewellery, lip jewellery, or studs in the tongue or eyebrows are generally inappropriate.

#### Make up Tips:

- For office, make sure that it is always natural even if you are using a liquid foundation. Lipsticks and eye shadows should always be subtle as possible and should try to match with the outfit that you are wearing. Even if you use eyeliner make sure it is not too thick but reasonably close to your eye line.
- You should not try to go much lighter than your original skin colour but choose a liquid foundation that is closest to your skin tone, which you should try out on your jaw line.
- Always try and use a natural colour gloss in the daytime and to party out at night colours like maroon, wine and even shades of red can be worn.
- You should keep a hairstyle that suits your face structure, taking into consideration of the texture of your hair the best thing to do is to go a good beauty parlour and take the advice of the hair dresser.
- Use shades that have yellow pigments in them as the foundation. Brands like Lakme, Revlon, Mac are very suited for the Indian skin tones.
- Make up routine- If you have good skin the less make up you use the better. But a bit of mascara, eyeliner if you are used to it, and bit of gloss on your lips should do.

**“Smile always because that will keep you beautiful.”**

- Are there any rules for nails


Long, elaborately decorated nails should be avoided. Short, well-filed, clean nails in one-tone polish (white, baby pink, earth tones) are always stylish.


- How about FRIDAY DRESSING?

Aim for a look that will still convey that you are a professional—avoid blue jeans or gym shoes in the office.



# Do's and Don'ts

DO	DON'T	
<ul style="list-style-type: none"> <li>Consider the suit as the major mode of dress for interviews.</li> <li>Solids, pinstripes and muted plaids are acceptable colors.</li> <li>Cotton-polyester, wool, and natural synthetic blends work well.</li> <li>Err on the conservative side when choosing skirt length</li> <li>Full sleeves that will allow the cuff to show about a quarter or half-inch beyond the jacket sleeve. Colors such as white, gray, or blue are most acceptable. Stick with natural fibers.</li> <li>Wear conservative shoes with a closed toe. The heel should be about 1 ½ inches high. Black, brown or navy are standard colors that should compliment most suits.</li> <li>Hose should also be skin tone.</li> </ul>	<p>Wear a casual dress.</p> <p>? Choose attire that will cause undue attention such as fluorescents or animal prints.</p> <p>? Wear natural fibers that wrinkle easily. You may arrive at the interview looking as if you just rolled out of bed!</p> <p>□ Choose a skirt length that may be uncomfortable to you as well as those around you. A short skirt may send the wrong message and be a distraction.</p> <p>? Pair a suit with a sleeveless blouse. You never know when you may need to remove your jacket and bare arms are not appropriate for an interview.</p> <p>? Wear those three-inch heels you wear to the club. They're not considered conservative and may not be comfortable for walking should you be asked to visit other offices during your interview.</p> <p>Even think about wearing hose that incorporate wild patterns or colors.</p>	

Corporate Dressing For an Interview	DO	DON'T
	<ul style="list-style-type: none"> <li>Consider a two-piece, three-buttoned suit for your interview.</li> <li>Choose suits made of wool or polyester-wool blends. 100% wool, however, is always the best bet for men.</li> <li>Most clothing consultants agree that conservative is best: shades of blue, gray, beige and brown. Solid colors are most appropriate, however pinstripes, herringbone, tweed and some plaids are acceptable.</li> <li>Stick to standard colors when choosing a shirt: white or blue. Other hues are acceptable, but it is a good rule of thumb to make sure that your shirt is lighter than your suit and your tie is darker than your shirt. Preferably, the shirt should be long-sleeve. Ties should come to your belt buckle.</li> <li>Select either black or brown shoes for the interview. Socks should also compliment your shoe color. Make sure your shoes are polished well.</li> </ul>	<ul style="list-style-type: none"> <li>Show up for the interview in your dad's old leisure suit or a three-piece borrowed from a friend. These looks are dated and can lead one to believe you don't have an eye for detail.</li> <li>Bet on a synthetic suit to exude success. Synthetics have a tendency to shine and look cheap. Linen or cotton may be acceptable in hotter climates, but beware of the wrinkle factor!</li> <li>Even consider the electric blue number. It's strictly for fun and should not be worn in a conservative business setting.</li> <li>Wear shirts that are busy and incorporate loud colors or patterns. It may cause the interviewer to focus more on your shirt instead of you.</li> <li>Pull out the alligator or snakeskin shoes for the interview. Also, avoid colors for both shoes and socks that may take away from the appearance of your suit.</li> </ul>

## Practical Session

After all the students have gone through a detailed explanation of what to wear and how to wear, all would be asked to dress up formally, so that specific to their built, complexion and overall personality, suggestions for improvisation may be given. This would be done taking care of every aspect from head to toe.

## LESSON 16

### PROFILE WRITING

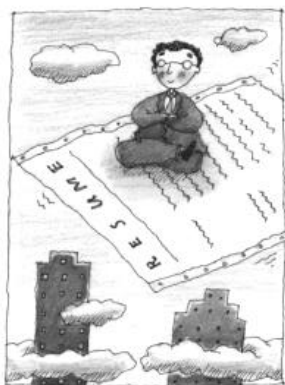
#### Contents:

Perfecting a profile, personal and company's, Do's and Don'ts, profile format,

#### Learning Objective:

To learn Profile writing

#### Perfecting a PROFILE



There are four different references to the same - BIODATA, CURRICULUM VITAE, RESUME or PROFILE. The last is the latest usage, so we shall encourage use of the same.

A Profile is a set of information sheets about yourself, when you are physically not present at an important place. So in front of a decision maker in any company, where you are seeking an opening, those few sheets of paper act as your proxy.

So, it's high time that we Indians give importance to the presentation of our Profile, an area not really taken seriously so far.

#### A Few Do's And Don'ts While Writing A Profile

- 1) A profile is an information sheet about yourself. So it should be very neatly typed, without any efforts of ornamentation in presentation. Always send the original typed copies, avoid Photostats. This will show that you are serious about the company where you are applying.
- 2) Don't sign, nor write the date and place. These need to be done on a covering letter, that should ideally be sent along with the profile.
- 3) Write to the point, focusing on the areas that the company wants to consider while taking decisions in your favour. You must realize that any decision maker has limited time in his hands, so avoid unnecessary details.
- 4) Avoid using "I" and no adjectives please, while describing your professional or personal details.

#### Profile format

##### Write your name

"A line or two describing your professional status"

**ADDRESS-** your complete mailing address

Along with your landline nos., mobile and e-mail ID.

**EXPERIENCE:**

**PRESENT:**

**PAST:**

(This is the most important segment of your profile. So mention full details and also briefly describe what you have gained from each, vis-à-vis your professional growth.)

**QUALIFICATIONS:**

**EDUCATIONAL:**

**PROFESSIONAL:**

(Give full details, when, where, marks etc.)

##### EXTRA CURRICULAR ACTIVITIES:

(Mention only those specific areas where you have achieved some level of excellence, i.e. inter-school, inter-college, inter-university, district level, state or nationals.

This section does not focus on your hobbies, that you that you indulge in like many others.)

##### Awards/ Merits/Scholarships:

(Give details)

##### SPECIAL INTERESTS: (your hobbies)

##### PERSONAL DETAILS: D.O.B.

##### GENDER:

##### MARITAL STATUS:

##### FAMILY BACKGROUND:

\* As a practical exercise, you are now required to write your personal profile following the format just taught.

## LESSON 17

### EFFECTIVE GROUP DISCUSSION

#### Contents:

What's a group discussion, an overview, before the GD begins, understanding a GD, Dress code and body language for a GD, How to speak content in aGD, positive behaviour in GD, Negative behaviour in a GD..

#### Learning Objective:

To learn the art of Group Discussion

To learn to speak your contents

#### What is a Group Discussion?



A Group Discussion is an essential part of a job selection process, especially in more reputed companies, where the candidature list is very large.

The basic aim of the Group Discussion (GD) is to evaluate the effectiveness of the candidate in a group activity. This effectiveness is judged through the **content, leadership qualities and communication skills displayed by the candidate.**

#### An Overview

Be as natural as possible. Do not try and be someone you are not. Be yourself.



A group discussion is your chance to be more vocal. The evaluator wants to hear you speak. Take time to organize your thoughts. Think of what you are going to say. Seek clarification if you have any doubts regarding the subject.

Work out various strategies to help you make an entry: initiate the discussion or agree with someone else's point and then move onto express your views.

Your body language says a lot about you - your gestures and mannerisms are more likely to reflect your attitude than what you say. Language skills are important only to the extent as to how you get your points across clearly and fluently.

Always be polite: Try to avoid using extreme phrases like: 'I strongly object' or 'I disagree'. Instead try phrases like: 'I would like to share my views on...' or 'One difference between your point and mine...' or "I beg to differ with you"

Wise men learn from others mistakes,

While the less fortunate, from their own.



Before the GD begins:

- A Group Discussion typically consists of anything between **6- 8 people.**
- The interviewing committee would ensure that they bring together, **people from diverse backgrounds.**
- The group is seated in a room in a semi circular or a U shaped manner.
- There will be around **2 to 3 Moderators** who will be monitoring and judging the Group Discussion. They will be **silent observers** of the entire proceedings. They will intervene only in case of fights or heated arguments.
- The group is assigned a topic that is of relevance in the **political, economic, social or Corporate spheres.** It may also be any **general topic** to assess your **thought process.**
- Normally the time limit would be 7 mins. You will be given a topic a few minutes before the discussions, during which time you need to organize your thoughts.

## Understanding a GD

- Normally the topics assigned are such that they test:
- Confidence
- **Communication** skills
- **Awareness** of the world around/ Current Affairs
- Depth of **understanding**
- Perception and thought process
- Analytical skills
- Ability to **think independently**
- **Ability to articulate** thoughts
- Ability to perform in a **team**
- Level of **maturity** in terms of handling a counter argument
- Levels of **aggressiveness and assertiveness**.
- **Leadership** qualities
- Capability of differentiation between an **argument and discussion**.
- Body language
- **Influencing** Skills
- **Interpersonal** skills
- **Quality** of Contribution
- No two individuals can think alike. Hence Group Discussion also tests your ability to **appreciate other's viewpoints** and perspectives and take them in the right stride.
- You must ensure that you put forth your point. However **assertiveness must not get transformed into aggressiveness**.
- You must snatch a chance to express yourselves **without actually cutting short anybody**.
- When someone else is talking, look at the other people too in the discussion, instead of just continuously looking at the speaker. This creates a feeling of greater inclusiveness.
- You would be **spotted as a leader** if you:
- Initiate the Discussion.
- Interpret the topic correctly
- Carry the topic forward by giving new inputs and introducing diverse perspectives.
- Create an opportunity for other group mates who have not spoken to express themselves.
- Do not boss around but instead give a patient ear to dissenting views.
- Ensure that the group does not drift away from the main topic.
- Succeed in ensuring that the receiver understands exactly what you intend to communicate.
- Give **examples**!
- Don't take the discussion personally.
- Also **do not use accent**. This doesn't give you extra marks. Instead adds a question about your originality.
- Ensure that a **logical reasoning** backs the argument.

- Make sure that your sentence flow is such that **one idea automatically follows the other**.
- In case you need more inputs before you actually start contributing in the Group Discussion, wait for the discussion to start. This will enable you to pick up the threads of the discussion and give more clarity on the subject.
- It is very important to listen. Ensure that you **listen** to people and not just hear them.
- **Be attentive** throughout the GD. If necessary note down certain points in the pad provided to you.
- Communications is not only communicating with words but also through Body Language. You need to send out the right signals through your Body Language.
- Show attentiveness by looking into the eyes of the speaker, by **leaning forward**, which shows interest, address the group.
- Keep your voice **audible and friendly**. Try to speak in a Conversational style. Your facial expressions and emotions should go together.
- Summarize. Every so often, pause to ask the group, "Where are we at this point? Where do we need to go from here?"

## Dress Code and Body Language for a GD

- Dress Code should be Formal. Casual dressing is not appreciated.
- **Men:** Men may wear a formal shirt with a formal trouser, and a matching tie. Black or brown leather shoes. Blazers or business suits are optional depending upon the season.
- **Women:** Women may wear a simple & elegant sari of the right material or a Business suit. Use minimal makeup. Use bare minimum accessories. If possible use a formal bag that goes well with your sandals.
- While entering the room walk straight, erect and confidently. Wish the Interviewer and the other candidates. Smile and make polite conversation.
- Thank while walking out of the hall and never ask for a comment on your performance.
- Do not show your anxiety about the results.
- How to speak content in a GD
- Read newspapers, current affairs magazines and business magazines regularly.
- Try and make your viewpoints on the various issues i.e. whether you agree or you disagree and why?
- Make notes or file newspaper clippings of the news items that you think are important especially on topics related to the discipline in which you intend to specialize.
- Read General knowledge books and keep yourself abreast of the latest happenings world over and more importantly India specific.

False starts are extremely expensive. They cost you your admission. It is very important to listen and understand the topic before you air your opinions. Spending a little time analyzing the topic may provide you with insights, which others may not have thought about. Use a pen and paper to jot down your ideas. Remember, you are the participant in the GD, not the evaluator. So, rather than evaluating others and your performance, participate in the discussion.

- Initiating
- Clarifying
- Encouraging
- Active listening
- Information and opinion giving
- Harmonizing
- Compromising
- Summarizing
- Negative Behaviour in Group Discussion
- Displaying aggression, both verbally as well as physically.
- Attention seeking
- Blocking
- Withdrawing
- Talk too much without attentively listening to others
- Too conscious of the presence of observers
- Merely act as facilitator and contribute little in discussion
- Hesitate to disagree even with good reasons
- Too nervous
- Inappropriate non-verbal communication, e.g.
- Volume of voice
- Facial expression
- Eye contact
- Posture
- Deviate from the subject
- Treat the discussion as a forum to air personal views.
- Lose objectivity and make personal attacks.

Various topics would be given to groups of 5- 6 students. Topics would vary from Personality, to current affairs, to management perspectives, societal perspectives or even any controversial issue.

Individual cases would be discussed and improvisations would be recommended.

[illegible]



## LESSON 18

### FACING AN INTERVIEW

#### Contents:

Perfecting the art of facing an interview, pointers to remember before and during the interview, how to conduct interview, closing an interview, deciding a solution, factors affecting rational decision making, verbal communication, non verbal communication, closing the deal.

#### Learning Objective:

To learn the art of facing interview

To learn Verbal and Non verbal communication

To Learn the steps to make rational decisions

Perfecting the art of facing an Interview

**An interview is a situation where a few hours can change the course of your life - so be well prepared**

Today's economic slowdown getting to the interview stage of a prospective job is an achievement by itself. To make sure you get that all important break can be made that much easier.

First and last impressions are extremely important and in spite of what certain people may say, they certainly do last.

If the job opportunity is one, which you are really interested in, you must **"sell"** yourself at the meeting; be confident and remember to come across as a positive personality at all times.

Pointers to remember prior to and during the interview:

In preparation, take time out to pick the right clothes, research the company you are visiting and prepare a list of key points and questions covering what you want to get out of the meeting.

- 1) Always smile when you enter a room or when you are meeting people; it relaxes them and helps them to warm up to you.
- 2) A good, firm handshake with eye contact is essential.
- 3) During the interview, sit forward when you talk without showing excitement- it shows that you are enthusiastic and motivated.
- 4) Pay attention - do not fidget or fiddle.
- 5) Maintain a good eye contact with the interviewer.
- 6) Personalize your approach and answers to questions to match the company needs. Give plenty of related examples and "name drop" similar projects.
- 7) Do not try to make up answers to questions - people respect those who are not afraid to say, "I don't know".
- 8) Do not make a big show of how many offers you have had or be overly confident to the point of arrogance -irrespective of how good you are or how much in demand your skills are. No potential employer will be interested in you unless you show some genuine interest in his or her company.

- 9) Do not discuss money at early meetings - the fine points of the package can be discussed after they have established that you are of value to the company and want to hire you.

However you could find out about the salary structure of the company at your level so that it matches your expectations when you begin salary negotiations.

- 10) At the end of the interview ask for the job. This is very important. Shake the interviewer's hand and state your interest in the company and the position clearly - this will make a major and lasting impression.
- 11) Relax, be yourself and enjoy the meeting. Above all remember that every meeting is a learning experience!

#### When in the Interview Room

- A candidate should reach the place of interview at least **half an hour before the actual** interview.
- The moment a candidate walks into the building where the interview has to be held, he should **be on guard and should behave himself well**.
- Some organizations specially appoint people to keep an eye over the **movements of the interviewees**. And in today's modern world, this task is even easier with electronic equipment, such as close circuit cameras.

#### In the Waiting Room

- After a candidate is shown into the waiting room, he should not look here and there and increase his/her nervousness, especially seeing other over dressed candidates. Nor sit like a dumbo in one corner all by himself.
- The best way is to read a newspaper or magazine and relax.
- Alternately, one can **selectively** start conversation with other candidates who are waiting too.

But ensure that you **don't get into any controversial conversation nor pass any negative comments** about the company where you waiting for an interview. There is every possibility that the other fellow is a company employing, **acting as a spy** who has been planted to give first hand information to the employing about each candidate.

- When you enter the waiting room, look for a suitable place, which is certainly not a corner. Do not lean your back in the half-lying position if it is a couch. It can spoil your clothes.
- You should carry a copy of your CV for the interview. Give it a look. The wait in the waiting hall may be long, so do not over-stress yourself. Help yourself with water if you are in need. Relieve yourself in the rest room if needed.
- When you are called for interview, you should look as fresh as when you started from your place.
- Many big company's want you to wait for long as they want to check your patience-a pre-requisite to a good candidature.

## In the Interview Room

- Don't fail to see how much time are the interviewers taking with each candidate and keep a watch of the likely time when you are likely to be called in.
- As soon as your name is called, take leave of the person you were talking to and stand up. Knock at it whether it is open or shut and wait for a while. Now enter and carefully look at the floor to see if there are any impediments to reach the chair meant for you.
- Make to the chair but ensure to close the door if it was shut before. Stand near the chair and wish the interviewer(s) as may be suitable according to the time of day, such as

Good morning, Good evening, Good afternoon, **preferably Good Day**, so that you don't confuse the time and increase your nervousness. Don't forget to add Sir(s) or Madam/s to your first salutation, but thereafter don't repeat it.

- When the interviewer asks you to sit down, **or if he is busy, don't wait**. The Chair/s are there for you to sit. Don't drag the chair. Just sit on it.
- If you have a brief case, keep it on the ground to the side of your chair. Ladies must place **handbag down**. Ladies be sure you **don't carry a handkerchief** or **put your glasses on your forehead**. Sit comfortably but with a straight back.
- **Don't lean** on the back with your hands in your lap or thighs. Both the **hands could be placed on the table** and used for expression while talking. **Pervade your face with a smile** and be mentally ready to face the first question.
- Keep in mind; you have not come to attend a grueling quizzing process. You have **just come to answer some simple questions that would help the interviewer select you for the job**.

When in the Interview Room, Keep in Mind the Following Things:

### 1. Etiquette/Manners

The person before whom you sit and interact with, is likely to be your future boss. It is, therefore, necessary to **observe formal etiquettes**.



If the interviewer asks if you would like to take a cup of tea or coffee, say a polite 'no, thanks'; unless stated categorically, "Have a cup of tea, Mr. ..."

## 2. Body Language

- Good communication coupled with non-verbal expressions can lead to greater effectiveness.
- It remains a fact that as a person's upbringing and environment affects his way of walking, talking and other manners to a large extent.
- During the course of an interview, a candidate should restrict his body movements. It gives an adverse impression on an interviewer to make unnecessary body movements, such as, waving hands here and there, changing postures of the body too often, jerking head and shoulders, raising and lowering eyebrows, shaking legs, pouting the mouth, etc.
- It also includes making unwanted sounds while opening the door or closing it, dragging the chair with a screeching sound. All these movements only irritate and distract effect on the interviewer; **they also show disinterestedness and tiredness of a candidate**, sometimes to the extent of indifference.
- A candidate should **sit in the chair straight and attentive**, but not stiff.
- Whenever a candidate needs to **change his posture, he should do it stealthily**, that is, at a time when he is not being watched. Changing body posture in a short duration interview should be avoided under all circumstances.
- Now, on the other hand, a candidate can also **use body language**, especially hands and facial expressions to emphasize or give **impetus to what he is saying**.
- A candidate should **maintain constant eye contact** with the interviewer but it should not be so flared as to perplex him. It should be such that would show that he is confident enough and what he is telling is true. Head, hands and fingers can be used effectively to attract the interviewer's attention.
- Leaning a little forward while listening shows interest and attention. Body language is only an aiding device, but in the final outcome, what will count are the words that the interviewer will evaluate upon.

## Ask yourself the Following Questions

Their answers could be vital for you:

- Do you seek eye contact?
- Do you look to the right, left or behind the interviewer?
- Are your gestures in accordance with the words you speak?  
Are you too stiff?
- Do you point your finger at the interviewer?
- Do you wave your hands?
- Are you yourself?
- Do you create barriers between the interviewer and you?



### 3. Speech and Voice

- **Power of expression** is a powerful tool in the hands of an interviewee. Interview is a verbal oriented test designed to make a candidate speak out his mind.
- **Ability to express one's ideas freely** is of vital importance to the final outcome. A person who is not able to express his ideas freely, eloquently and impressively is unlikely to win favours and make his presence felt.
- A candidate should be able to **hold attention** of his audience.
- A candidate should **modulate his voice and speech pattern** to the most so that he is able to put forward his ideas and opinions in a clear manner, so that a rational and comprehensive message is sent across.

#### Five Points While Practicing To Speak At An Interview.

- 1) Volume
- 2) Tone
- 3) Pitch
- 4) Speed
- 5) **Breathing.**

- The first requirement of a speaker is that **he is heard**.
- A candidate should **speak as loudly as would make all the interviewers listen** and understand him clearly. The loudness or intensity of speech should be according to the distance between the interviewer(s) and him. But he should not shout and should prefer to use the lightest possible voice so that he is properly heard without having to shout.
- A candidate should use his **tone for effect and emphasis**. He can also show by the tone whether he has finished or is shifting to another point. Similarly, you should vary your tone according to the situation. Monotone shows

indifference and disinterestedness. It also shows lack of keenness.

- A candidate can use the **pitch of his voice to state another point** in a subtle but fascinating manner. It also indicates to the interviewer that you have not finished as yet. The moment an interviewer feels that a candidate has finished, he is wont to ask another question, thus causing a break in your thoughts and their free flow. Pitch can also be used to give dramatic effect to the entire communication.
- The **speed of speech** is equally important. Some people speak faster than others, while some take unnecessary pauses in between causing distraction to the listeners.
- A candidate should practice to speak at varying speeds depending upon the situation. It is **advisable to speak steadily so that the communication is heard and understood**. When a candidate has finished making a long discussion, he should summarize too about his final verdict so that the interviewers are clear about his point.
- The most important point while speaking is **how a candidate controls his breathing**. Uncontrolled, erratic or gushing out wind at a great force by the candidate can be a little irritating to the interviewers.

Constant, slow breathing as would not be noticed is the best way to breathe. It can be done easily while speaking short sentences. Keep your breath under control. You must slowly take in a long breath and release your stress, nervousness and tension too.

#### Analyze yourself



- Do you speak in a monotone or vary your pitch?
- Do you drop your voice at the end of a sentence?
- Do you use very long sentences?
- Do you speak too slow? Too fast? Is your speech constant?
- Is your voice boring?
- Do you run out of breath in the middle of a sentence?
- Small Expressions!

- When you are offered to take seat, and when you leave the room after the interview is over, don't forget to say **"thanks"**.
- Even when during interview an occasion arises when the interviewer happens to compliment you for your good answer, achievement or reasoning, don't forget to say **"thanks"**.
- A candidate should curtail the habit of saying words, which put off the interviewer. These distracting words are born out of habit, such as **'um', 'err', 'you know', 'you see'** etc, or adding words of Hindi in the middle of the sentence.
- As far as language for a formal occasion should go, it should be formal and simple. Stick to only one language: English.

### Answering Questions

- A candidate must listen to the question carefully and answer it straight forwardly covering all its aspects.

get out of this situation- one, to stop for a while during which the interviewer was busy doing other things and to resume as soon as he is attentive; second, complete the answer without bothering for what the interviewer was doing. The first alternative is the better choice as a candidate is sure that the interviewer has heard what he said. But in case, he has unwittingly chosen the second alternative, he should not try to answer the same question again when his attention is back on you.

While answering a question, as candidate should pay attention to the following questions:

- .. Has he supplied the complete information the question wanted?
- .. Did the answer follow a logical order?
- .. Were all the facts balanced?

Was the conclusion a logical and well reasoned out deduction of what he said?

Were there any facts left out which could have affected the deduction?

**8. Mental Adaptability :** A candidate should be mentally adaptable. An interviewer shifts from one topic to another in quick succession. Therefore, a candidate should be able to adjust himself to shift from one topic or situation to another smoothly without showing out a break in thought process or hangover of the previous question.

He should deal with every question as if it was the first question of the interview.

Similarly, a candidate is likely to speak more on a topic that interests him, and can thus bring out his shortcomings. So, he should control himself and should speak and give out only as many facts as the question might demand.

Almost all interviewers, at some stage of the interview or the other, start quick fire questions. In this, they don't let the candidate finish with his answer. They interrupt him in between and ask another, entirely different question. This is the test of mental strength. A candidate needs to maintain his cool and should not succumb to pressure. Even though the statement would be delivered quickly, the candidate should reply at the

normal speed. He should not hasten his speed of delivery, else he may find himself at his wits' ends.

**9. Don't Become a Consultant:** A candidate should preferably remain in the seat of a candidate. He should not try to over-rule the interviewer even in the area of his specialization. He should have a focused approach on to the extent of the question and should not touch the realm beyond it. In other words, he should discuss the question to the point and should not try to tread a territory beyond it.

**10. Be Rational, Not Emotional:** "Think thrice before you speak" applies best to the interview. He should consider before he finally speaks up that what he is going to say is the relevant point. Emotions, though very important in man's life, are not to be overplayed. Sometimes, the interviewers try to arouse emotions by discussing a subject on which the candidate may feel subjectively. He should guard himself against such emotions. He should follow rationality. The subjects that can arouse strong feelings are family, religion, caste, race, sex, patriotism, etc. He should be a cool-headed person even if he is made to confront offending remarks. The candidates who have to deal with a large number of persons while in his post, such as guest relation or customer service may be subjected to such offending questions. These questions are aimed to see how the candidate maintains his cool in adverse situations.

**11. Avoid Sweeping Statements:** While answering, a candidate should keep room for himself for maneuvering so he should avoid sweeping statements. Sweeping statements are those that include the whole class of things or persons at par. For example, don't say "all politicians are corrupt". Say "some or certain politicians are corrupt". In the same way, don't say "the entry of multi-national companies into India has ruined all small scale industries here". Rather say, "the entry of multi-national companies into India has adverse impact on certain small scale industries here."

**Remember, there are Exceptions to Anything and Everything.**

**12. Don't Jump on Conclusions:** A candidate should avoid to arrive at a conclusion only after he has put forward facts and reasoning behind it. If a candidate tells his conclusion first, he is likely to miss or exclude a point that goes against the conclusion. So, conclusion should follow the arguments and not vice-versa. It also shows how a candidate makes decisions.

**13. Don't Dominate:** Let the act of domination be performed by the interviewer. As for the candidate, he should put forward his thoughts, views, opinions, logic, conclusions in a convincing manner, and keep silence. There is no use emphasizing a point by raising your pitch. You can't win favours of the interviewer by trying to dominate over him. As for you, remain in the seat that is meant for you at the present moment.

**14. Knowing Each Other Better:** By the time a candidate leaves the interview room, he should have formed an acquaintance, if not friendship, with the interviewer. He should leave such an impression of his personality that the interviewer would be able to recall his name at ease. If it is so, the candidate can be confident that he has been selected for his aspired post, where he can realize his dreams.

## How to Conduct Interviews



Interview is a meeting of two minds. In it, matters are discussed, deals are finalized, terms are negotiated, decisions are taken, candidates are selected, and most importantly, the aim of the individual and the organization is accomplished.

There is more to interview than it being a mere question-answer session. If you thought that it was a one-way process, in which questions were asked from top and answered by the bottom, that is the interviewer and the interviewee respectively, then you are quite on the wrong path. The most essential part of the interview is to see what the purpose of the interview is and whether this purpose is going to be achieved by it or not. It would certainly need some cooperation from both ends, else its purpose might be lost.

We are going to dedicate this chapter for the benefit of the employers and managers who generally think that they are good interviewers.

As entrepreneurs, employers, owners, managers or heads of departments, people have to interact with various persons-seniors, subordinates, buyers, sellers, vendors, agents, professionals, colleagues and a host of other peoples. An interview is a face to face meeting of two or more persons for a specific purpose, which could be to select a person for a specific job; to exchange information; to issues orders or provide information, to advise or counsel; or to monitor performance.

### Preparation

After the purpose of the interview has been decided, it is incumbent upon the interviewer to make suitable preparations for it. Doing homework in advance, would keep away many a impediment that might be confronted in the actual execution of the interview;

### For preparation, the interviewer must decide on the following questions:

Where is the interview is to be held? It means the location, whether, it be one's office or some other location, such as a hotel or any other place.

To decide **upon the venue**, the following points should be taken into consideration:"

- The place should be comfortable, private and free from disturbances

- **What is the level of the interview?** That is to decide, who should conduct the interview? It depends upon the significance of the purpose of the interview. For example, if the interview is being held to recruit a clerk, appointing the manager (administration) should serve the purpose; but in case it is to appoint the vice-president (sales), a senior person or the employer should conduct the interview himself in assistance with the other seniors and / or professionals.
- **What are the questions to be asked?** Generally, process of the interview is very uncertain and there may arise situations where such questions might, have to be asked which have not been listed in advance. Nevertheless, a broad list of questions should be prepared which should be able to serve the purpose of the
- interview. Preparing the questions in advance would help the interviewer, take protocol of the proceedings and not make him look blank or lose his authority.
- **How will the proceedings be recorded?** This is very important particularly in a case where more than one interviewee has to appear. It is to facilitate to reach the final conclusion and comparison of the candidates impartially.
- **How much information can be provided to the interviewee?** This is a relevant question so that the interest of the organization is not jeopardized.

### Just Before the Interview

Interviewers are generally senior people with a lot of work at hand. But sparing a few thoughts and minutes will spare them with much inconvenience, particularly in a case when a score of people are to be interviewed or he is not experienced of conducting interviews.

The art of interviewing needs some competence to negotiate too, even for job interviews. Therefore, it is necessary for an interviewer to read the relevant documents, such as the applications CVs of the candidates to be in proper frame of mind. It helps to decide upon specific questions, which can be asked.

Such questions should be noted so that nothing is left out when the interview is finally conducted. **Preparing a list of questions would serve the purpose of getting the required information from the other end.**

Parameters	Essential Requirements	Desirable Requirements
Qualification:	Graduate in any discipline.	Graduate Diploma in Marketing.
Age:	30 to 40 years.	30 to 34 years.
Address:	Living within 25 km radius	Living within 10 km radius.
Experience:	6-8 years.	8-12 years.
Appearance:	Smart, Confident,	Healthy, Intelligent,
	Clarity in speech,	Tall and Handsome.
	Ability to deal with	
	buyers and parties.	
Salary:	Earning not less than Rs.8000 pm.	Earning not less than Rs.12000 pm
Other	Dynamic, Task-	Friendly, Sociable,
Qualities:	oriented, Learner.	Willing to undertake long journeys in the field.

It would be advisable **to make a standard form in which all the information to be sought** can be had from the interviewee. The format could take the following form depending upon the actual requirement.

The format should preferably be such as to enable to tick so that writing complete information is avoided. It would enable the interviewer to concentrate on the interviewee better and save time too.

### Asking Questions

Asking questions is the most important function at an interview. It is an established fact that firing questions should not start soon after the interviewee takes his seat. He should be given an opportunity to familiarise himself with the environment. It can be done by asking a question which he can answer without a stress. Straining the interviewee just at the beginning could puzzle him and it may fail the very purpose of the interview. Once an interviewee is put on defensive, it is very difficult to make him open up, resulting in not bringing forth the information to assess him in the right perspective. If possible and feasible, the interviewee should also be given an explanation of the objective of the interview and its structure, so that the process can follow the desired lines. It is also essential to establish initial rapport with the interviewee. It helps bring out information.

We can classify questions into several categories:

- **Yes/No Questions:** As the name suggests this kind of questions are close-ended questions requiring only a yes or no answer from the interviewee. The problem with such questions is that the conversation comes to an end with the yes or no answer, and to resume it, further questions have to be asked. Such questions are a good idea when checking facts, particularly when a series of such questions are required to be asked. But asking only such questions would result in the interviewer knowing the least about the interviewee. Moreover, the interviewee can tend to think that he is being fired with questions and he can become defensive. The following are the examples of yes/no questions:

Did you do your B.Sc from Hindu College? Do you live in New Delhi?

- **Open Questions:** The purpose of this kind of questions is to make the interviewee speak out his mind exhaustively on a subject. It enables to gather information and the bent of mind of the person sitting across the table. When the interviewee answers such questions, the traits being exhibited should be noted for future reference. Such questions generally begin with question words, such as why, what, how, etc.

Example:

How do you think, NCC- training has helped you in life?

**What do you think is the greatest problem India is facing at present?**

- **Leading Questions:** The leading questions are the ones that lead the interviewee to agree to the interviewer's expressed opinion. These kind of questions prove to be a trap for the

interviewee because he at times fails to understand the real motive of the interviewer. If he agrees with the interviewer, he may be dismayed to find that this was a trap laid by the interviewer. If he goes the other way round, he may annoy or irritate the interviewer. Therefore, it is advisable to avoid such kind of questions in an interview because they fail to bring the natural self of the interviewee.

Example:

**Don't you think that India has Done the Right Thing By Carrying out the Second Nuclear Explosions at Pokharan?**

### • Inquiring Questions:

This type of questions generally pertain to an answer already supplied by the interviewee, but the interviewer feels that the answer was not complete in all respects. They can also be used in a situation where the interviewee has provided round-about information than to reply to the point. Such kind of questions is asked to confirm the genuineness of an interviewee and test his knowledge so that a conclusion can be arrived at. A sample question can be:

You said that it would be paramount on your mind to keep the welfare of the employee and the organization. Suppose, an employee applies for a leave on some urgent ground at a time when the company needs him badly. What would you do in this case?

- **Circumstance-based Questions:** This kind of question is asked by putting up a situation for analysis by the interviewee. They help the interviewer to decide how competent the interviewee is to deal with such situations and circumstances, which he is likely to face in his day-to-day work.

They also bring about the bent of mind and his experience in dealing with such cases

Example:

How can you know that the field staff is really in the field in working hours?

How will you deal with an employee under you who often reports for duty late?

- **Biased Questions:** This kind of questions can be classified to be those that can be asked of a particular interviewee but not of others. Since such questions are biased in nature and discriminate one interviewee from another, they should be avoided. They do not serve any purpose.

Examples :

How will you keep your efficiency in this company in which most of the employees are Hindus? (It can be seen that such a question would not have been asked of a Hindu candidate.)

**How will a beautiful lady feel working in a male dominated industry.**

- **Relative Questions:** Relative questions are the logical outcome of an earlier interview. To further probe an interviewee, related questions in a subject are asked to know about the depth of knowledge, interest and experience.

Example:

**You seem to be very appreciative of your present boss.**

What are his qualities that you would like to see in your future boss in this company?

**Multiple Questions**

These kinds of questions contain many sub-questions in a single question. They can confuse an interviewee who may choose to reply only one of them, generally the last one, or the safest one. Such questions too should better be avoided; for example'.

Tell us about your previous organizations that you have worked for, who were your bosses and what kind of relations did you maintain with them?

**Attending the Interviewee**

The chief purpose of an interview is to attend to the interviewee for the specific task he has been summoned for. It requires active listening. Generally the inexperienced interviewers commit the fault of indulging in long monologues, that is, they themselves talk for most time giving least time to the interviewee to express his opinions. It is, of course, necessary for the interviewer to speak, but at the beginning of the interview it is for the purpose of introducing the organization or the task/purpose to him and to put him at ease so that he can divulge his heart out.

**As a matter of fact, an interviewer should not spend more than one-fourth time talking, especially when interviewing candidates for a job.** Rest of the time should be utilized for active listening.

It implies that the interviewer is properly paying his full attention to the candidate. It also implies more than simple hearing. An interviewer can display his interest to the proceedings of an interview in many ways, such as looking (but not staring) at the candidate; by showing such other body language signs such as nodding the head, smiling or changing demeanor with the expression of views by the interviewee; and not allowing himself to divert his attention by attending to telephone / any other

person during such duration. Listening actively to the interviewee is the most important part of the interview, because inferences can be drawn by this method only.

It can also be a good idea to take the help of a **second person**, such as personal assistant or the **respective manager** to take notes, so that the main interviewer is able to concentrate upon the interviewee fully.

Besides taking notes, it is also a good idea to summarize at the end of each part of the interview. Summarizing the proceedings helps to reassure the facts and confirm the outcome to alleviate the possibility of doubts later. It is to ensure that the two heads have understood one and the same thing. This technique begets great benefit to both parties to arrive at.

An example of summarizing can be:

**“So, can I say if I provide the drum scanner, the quality of the printing of the pictures would improve greatly?”**

**Points to Remember**

1. The interview is **not a mere question-answer session**. The purpose is to arrive at a **result**. So avoid asking too many questions. It would only hinder the progress and smooth flow of the interview, and may make the interviewee defensive who might decide against eliciting more information than the minimum required.
2. When an interviewee tends to take more time by dwelling on less important aspects of any question, he should preferably be cut short and not be allowed to waste time so that the **process of the interview may be completed fully**.
3. If the interviewee shows that he is nervous or is finding it difficult with the new environment, he should be given more time to regain his own self. He should never be intimidated or chided.
4. When all aspects of a situation have been discussed, it is no use discussing it further. **Summarize and move on to the next topic**.
5. **Neither should the interviewer allow the interviewee take control of the interview nor should he allow a situation of arguments to arise.** The interviewers who ask so many questions generally land up in this kind of situation. No purpose can be served by arguments. As it is arguments have two sides but no end.
6. **The interviewees should be given a proper appointment** when they are likely to appear for the interview. They should not be kept waiting for a long period of time. Long waiting time would only adversely affect the interviewee. He may have other appointments to keep.
7. In case it can be seen through that the interviewee is a boastful and indulges in bragging about the particulars or the facts, he should **be probed further by asking inquiring questions to get at the hidden fact**.

**Closing the Interview**

Proper closing of the interview is important. **When an interviewer has asked what all he wanted and needed to, he should declare in no unambiguous voice that the interview is over and the interviewee has the liberty to ask any questions if he has them lingering in his mind.** It depends upon the interviewer to avail this opportunity or not. In case he chooses to ask a question or a couple of them, he should be replied fully and frankly. Any limitations to the answer can also be explained if full answer to the question is not possible. What' can be said at the most is **'wish you good luck' or 'you' will be informed at a later date'**.

**Arriving at a Decision**

The very purpose of the interview is to arrive at a decision. After all interviewees have been questioned, their traits, qualifications and experiences have been noted, **“see who matches the closest with the post or the task. When two or more interviewees are found to be equally qualified, references could be contacted. It may be known that the references of the friends and relatives are likely to be subjective.** The better bet would be to contact the present or

past employers. "They may be able to provide a better insight into the character- of the candidate. Whatever the case, decide you must. Not arriving at a decision would only render the whole process futile.

#### **Factors Affecting Rational Decision-making:**

1. Beliefs that have embedded in the interviewer's mind and he is not ready to dispose them off even on providing proof, to the contrary.
- 2 Feelings are basically the reactions of a person in a particular situation and it involves his emotions too.
3. Values are generally those beliefs: that have been inherited from society, culture or parentage.
4. Facts, particularly those that the interviewer believes to be correct despite reality. They are mostly based on one's experiences.
5. Opinions that have been formed because of a blend of a "number of situations,' experiences, interactions , views, etc. Generally, "opinions tend to ' be" subjective' and they evaluate the ' other person in that perspective only.

#### **Verbal Communication**

We have emphasized the need of active listening. Since an interview is composed more of words than gestures, it is important to understand verbal communication in proper context to arrive at a proper decision.

At times it happens that the communication being sent is not received as it was intended to be. It may be received at the other end in completely another or opposite sense, and there lies the problem. When the interviewee is telling something, it is necessary to know whether it is a fact, feeling or opinion.

When the interviewee is speaking, the mind of the interviewer should be free from all disturbances. He should start thinking on what the interviewee has said only after he has exhaustively finished his response. Then, endeavor should be made to sift facts from opinions and Feelings, so that a reasonable conclusion can be arrived at.

Examples of facts, opinions and feelings:

#### **Facts:**

Dr. Abdul Kalam is the President of India.

Allahabad is situated on the confluence of the Ganga ,Yamuna and Saraswati rivers.

#### **Opinions:**

India could not have won but for the performance of Sachin Tendulkar.

Shiela Dixit could have made a better chief minister.

#### **Opinions Presented as Facts:**

Sachin Tendulkar has set many records in Test Matches and ODIs. Most of them cannot be broken by anyone.

#### **Feelings:**

I am happy that Satyajit Ray is an Indian.

I am sorry that this problem could not be solved.

There are ways to shift facts from opinions in interviews and meetings. When the interviewer perceives that what the

interviewee is saying is a mixture of facts and opinions, clarification should be sought so that proper evaluation can be done, if necessary; for example:

What you mean to say is (an attempt to shift fact from opinion.)

I think you feel very sorry about that. (an attempt to shift opinion from feeling.)

#### **Non-verbal Communication**

Non-verbal communications in a meeting or interview are equally important to gauge. What words can hide, feelings and face expressions can reveal. If it is seen that the words are not in conformity of the expressions of the face and body language, it can be inferred that something is wrong. Various gestures can show happiness, anxiety, enthusiasm, boredom, anger, frustration, disappointment, doubt, friendliness, trust, fear, willingness, unwillingness, offensive attitude, positive attitude, defensive demeanour, impatience, hurry, etc.

It is for the interviewer to ascertain that he receives the message in entirety including verbal and non-verbal communications.

Similarly, the interviewer too should show such body language signs which help in the smooth flow of the process. He should show interest in the process so that the purpose can be served.

#### **Behaviour**

The behaviour in a meeting or interview can be classified into 3 types:

**1. Task Related Behaviour:** This behaviour is pertaining to the achievement of the aim or the objective of the meeting. It includes telling and listening, finding the solutions, making proposals, fixing the problems, planning future action, evaluation of past actions or future actions, summarizing, analyzing data, etc.

**2. Social Behaviour:** This behaviour means that established social norms are adapted in the mutual relations between the person meeting or the interviewer and the interviewee. It includes actual conduct of the meeting or interview, for example, who does what, encouragement, harmonization, reducing conflict, etc. It is in the interest of everybody that the interview or the meeting proceeds to achieve its objective than to become an affair of ego.

**3. Interested Behaviour:** It usually happens at meetings that people want to put forward and pursue their personal agenda to the utter neglect of the interests of the group or the actual purpose of the meeting or interview.

#### **Business Interviews**

Generally, businessmen or their employees on their behalf have to conduct many kinds of meetings, that can be called business interviews. There can be numerous reasons to hold such interviews, such as, buying or selling, appointing a new agent or franchisee, partnership deals, hiring professionals for specific tasks or on job, etc.

The most prominent aspect in a business interview **is the skill to negotiate** so that maximum can be had at the least cost. Negotiation is in man's very blood. He knowingly or unknowingly negotiates and settles terms with a host of people almost on daily basis, including at home. No better term than negotia-



tion can be assigned when a person asks his child to do a certain thing for a special reward or gift.

Negotiation is not a conflict in which either of the parties need to go armed with weapons. It is rather the ability to convince others to reach a settlement, including compromise and bargaining.

In other words it may mean communicating with the other party to arrive at an agreement, which is acceptable to both the parties. An agreement or settlement in a negotiation can only occur, especially in business, when both the parties have some interest in the deal and they can realize their interest by co-operating with each other.

#### **Thus, negotiation has three aspects:**

1. There are two or more parties or groups;
2. They have something common of interest to them and
3. They can achieve their interest by acting in co-operation.

It may be understood that negotiation is not necessarily compromise of one's interests or goals. Its chief purpose is to achieve the common objective by cooperation. However, effective negotiation needs some special skills, which we shall delineate to some extent:

- As far as possible, using the subordinates in the initial stages of negotiation while keeping the final approval authority with himself, especially in the cases where negotiation is bound to be lengthy and complex would help to know the wants and musts of the other party. It helps to know the limits or extent that the other party can stretch itself.
- Using one's home ground is a better place to meet than to meet at a neutral setting. A person feels at home in an acquainted place.
- Active listening in a negotiation is very important. A person should preferably spend more time listening than speaking, keeping the ratio not more than 3: 1. Active listening helps to learn about the other party better-its real objectives, fears, pressures, wants and musts, and the extent to which it can bend.

Emotions have least role to play in a business negotiation. Once emotions hold sway over the proceedings of a negotiation, it becomes difficult to reach an objective result.

Never go back from the word already promised even if it means some loss. Trust is the backbone of a negotiation.

#### **Preparation for Negotiation**

It is quite mandatory for a negotiator to prepare fully before he sits at the negotiating table. A written or mental view of the terms of negotiation should be prepared in advance, so that the actual process proceeds toward achieving the objective.

This gives rise to negative attitude because the other party may find it quite inconvenient to come again to the negotiating table, and the deal could be lost forever.

In the preparation stage, a person should be quite flexible and should try to make out his proposals, the extent to which he can go and the minimum requirements to be achieved by the negotiation. It is necessary not to frame too rigid rules for the negotiation. When a person thinks that his position is un-

changeable, the negotiation would depend only on the helplessness of the other party. If the other party finds it difficult to compromise to the extent as desired by the first party, then the very objective of the meeting can be lost.

Remember, a negotiation is held for the benefit of both the parties. It should result in a WIN/WIN situation rather than WIN/LOSE or LOSE/LOSE situation. In the later cases, future negotiations can be prejudiced. Therefore, a negotiator should be able to rethink his strategy and objectives -during the process of the negotiation itself, and amend his position if possible.

It is also necessary for a negotiator to know something of the other party. If the other party is merely a representative, it should be known what are his limitations and powers.

- Can he take any decision without the consent of his boss?
- What is his standing in the organization he represents?
- What kind of person is he?
- How experienced is he and what are the past experiences with him?
- Which approach would best beget the desired objective?
- What kind of his interests are and their priority? What can be his likely behavior?

Negotiation to a great extent depends upon the bargaining skills of a person. It can only happen to have one's in the deal exhaustively if the other party is inexperienced or does not realize what the negotiation means. Else, it can be seen that parties to a negotiation know their positions well and know their limitations to which they can go or can be compelled to go. It is desirable to know the consequences of a negotiation, whether it results in acceptance or rejection of a proposal. Bargaining skills are a matter of experience and depend on the nature of the person concerned. It has also to do a lot with patience

The bargaining strategy depends on various aspects. **Both the parties to a negotiation reach the discussion table with some certain expectations. Now the question arises, how far one can make the other party change its expectations.** It can be done by receiving or extracting relevant information from the other party, so only we emphasize on the significance of active listening. It would also reveal its fall back position. Preparation stage is the stage to think about of the likely strategy that a negotiator would like to apply in the actual situation with alternatives, suitable to meet any new situation. It should also be decided whether the whole deal has to be considered as a whole, or various items on the agenda can be considered individually.

#### **Actual Negotiation**

It seldom happens that the interests of the parties arriving at the negotiating table, is kept intact without an iota of compromise. Negotiation by itself means some compromise by one or both parties. No result can possibly be achieved if both parties stick to their positions staunchly and adamantly. A deadlock can be the worst thing that can happen to this process. When one party ignores the interests of the other party in entirety, a situation of compelling the other party to budge from its

position may arise. But if the other party too proves equally obstinate, the whole process will be rendered only time-wasting tool and futile. In such a situation, no agreement or settlement is possible, and if at all it is arrived at, it perhaps would satisfy no one.

In the beginning of a negotiation, settlement should be reached on the points on which neither party has any objection. It would lay a foundation on which a marvelous building can be constructed. More serious points can be discussed in the later stages of the negotiation. Discussing a conflicting stand at the beginning of the negotiation can possibly mar the whole process.

The two important parts of a negotiation are to give and take information. It is also called **pushing or pulling**.

**By pushing I mean, to put forward information**, proposals for the consideration of the other party.

**By pulling I mean, asking for more information** and proposals from the other party and seeking understanding and clarifications.

A negotiator should also understand the amount of flexibility he can adopt.

It means how far he can move from his initial position. It could be an adamant stance in which he would not budge from his position what come may, or he would prove to be a considerate person understanding the compulsions of the other party, and thus deciding to compromise, concede and waver finding it difficult to say no even in case of suffering some harm or loss of interest.

**A mixed approach is better recommended** because giving too much leverage or exploiting too much of it can amount to attaching some meanings not originally intended.

It is a psychological fact that the attention and concentration of a person declines after initial half-an-hour or if the initial talks have proved not bringing about anything substantial. It is, therefore, necessary that the negotiators should focus on the real issues soon after sitting at the table after the first social or cordial words have been expressed.

Thus, behaviour at the negotiation demands that concentration of the concerned parties is maintained, allotted time is kept and mutual relationships based on mutual respect and trust is maintained. They help to negotiate effectively and with positive results.

**Objectives should be stated clearly and with a resolve** (but not aggressively) keeping politeness in mind in a friendly and businesslike manner. Even when arguing a case, calmness should be maintained, because no interest can be served by becoming aggressive.

**Words are the basic means of communication.** In order to make know of one's firm resolve, suitable words should be used than using round about words. It is better to say 'The production level has to be maintained' than to say 'I feel we will be in difficulty if the production level is not maintained'.

Saying infirm words, such as, '**may**', '**feel**', '**would prefer**', etc. **serve no purpose.**

They enable the other party to hold sway. To use the words which convey the meaning of the thoughts lingering in mind, in proper context, is better than to use the words which waver one's position and causing confusion in the other's mind.

### Deciding on the Solution

There are four situations that can occur at a negotiation:

1. Both the parties take advantage.
2. Neither of the parties take advantage. It is like sharing the deal equally.
3. One party benefits while the other suffers loss.
4. Both the parties lose.

**The first situation is the best option while the second one is acceptable. The third and the fourth situation can possibly render the whole process of the negotiation futile.**

Therefore, all relevant information should be shared first and any judgment should be arrived at a later time than turning the process upside down. The negotiators should focus on the problems and the likely solutions while being clear in their mind about their real objective.

It may be noted that most relationships formed in business, like that of a salesman-customer or employer-employee depend much on the confidence they build between themselves, and their future relations are subject to such confidence building measures. It is, therefore, essential in the interest of both the parties that they go back from the negotiating table satisfied.

Any settlement arrived at under compulsion would only result in unpleasantness. **Making an agreement under compulsion is more often than not ignoring the future resentment or losing the client forever.**

### Closing the Deal

When the negotiation reaches some agreement or settlement, it is the **time for formal noting down the proceedings and the agreement to avoid any misunderstanding or misinterpretation of the terms.** Where it is not required to write down the final agreement, it should be summarized so that no doubt remains in the minds of either parties as to its final shape. Clarity about the settlement, commitment towards it, decision to follow up in future, actions to be initiated thereafter, and the feelings they have on their minds is of paramount importance for the final shape of the agreement. An agreement should nevertheless follow rational course of action. It should not be forgotten about and due actions should be taken.

### Hiring Professionals

It is but natural for organizations and individuals to hire professionals for several reasons. It may be that hiring a professional, as an employee on a permanent basis may not be a possibility for lack of work or lack of resources. There are a whole lot of such professionals, such as, chartered accountants, authors, translators, doctors, transporters, advertisers, engineers, artists, etc. whose services are very important for an organization.

In such a case, they may be hired on temporary basis or on a retainerhip for a specific skilled job. To hire a professional, it is essential to know his skills and professionalism at his work.

**1. What are his needs?** Needs depend from person to person. A doctor charges as low as Rs. 10 for his services in which he provides advice and medicine, but another only gives advice for Rs. 100. Needs vary with the living status of a person though everyone would like to improve it. It depends upon his essentiality or indispensability for the organisation or individual hiring him. Thus, we can differentiate between expectation and need. Expectations are hard to satisfy whereas needs can be a vow for future can make a professional agree.

**2. What are the limitations?** Every organization wants the best possible talent for itself, but does the resources at its disposal allow it? It is a pertinent question. And of course, if the professional with less degree of skills is hired, would he be able to achieve the objective for which he was hired? If not, there is no other way out but to go for a better more skilled professional even beyond the resources, or compromise on the quality and amount of satisfaction.

**3. What is the extent of creativity and innovation?** Professionals often come to know how they can keep their clients happy even when they do not put in the required level of expertise. It happens more often than not with a professional who feels that he is not being paid adequately but finds it impossible to discard the party in the hope of future deals. It is better to know how he can be kept satisfied than to compromise on quality.

### Let's Know the Interviewer

An interview is not a thing to be afraid of. It is an interactive process, a two-way communication to facilitate the board of interviewers or the selection committee to evaluate communication skills, interpersonal attributes and traits of a candidate to find out if he is the right choice. All interviewers emphasize to assess the understanding of a candidate, depending upon the post, of a wide variety of subjects which come under the broad heads of personal, social, job related tasks, general awareness, habits and hobbies, etc.

We can classify the interviewers into two kinds:

One, those for whom conducting an interview is a routine affair.

**And the other, for whom it is an off the routine process.**

They carefully watch the interviewee for his answers, manners, body language and other attributes and are usually hard nuts to crack, though there are always exceptions depending upon their personality. Since it is a routine affair for them, they know what their process is in a pre-determined way. Such people gradually become perfectionists. They talk less and to the point. So is the case with the answers.

They like to listen to brief and to the point answers.

The question that arises what he is looking for. Let's discuss this point in some detail:

**1. Suitability:** The first thing that an interviewer would like to look for in a candidate is his suitability. He prepares his questions in a way that he thinks is the best way to find out if the candidate is suitable for the job.

**2. Acceptability:** A candidate may possess qualification and experience for the post but still may not be suitable for the post

due to his personality shortcomings. The interviewers take special care to see that the candidate can accommodate himself into the organization fully and will be able to create suitable working environment. For this they look for several traits, which in general, can be classified as follows. But this list is not exhaustive because organizations look for certain traits so that a candidate is able to make contribution toward the progress and advancement of the organization as a whole.

(a) Planning and Organization

- Organizational ability
- Logical reasoning ability
- Intelligence
- Decision making ability
- Ability to take risks with due planning

(b) Social Traits

- Social adaptability
- Cooperation and team work.
- Sense of responsibility - Willingness to accept responsibility.
- Ability to withstand stress
- Self-confidence
- Ability to influence
- Cheerfulness

(c) Other Traits

- Determination
- Physical build /Strength /Stamina
- Courageous outlook

**3. Knowledge:** The interviewers do not expect, and rightly so, that a candidate would be in know of everything. What they are trying to locate is how a person gathers knowledge and how he reaches certain conclusions and deductions. They realize the limitations of a candidate that he can speak better on a subject known to him than on a subject comparatively new to him. They want to know whether the candidate would be able to gather and gain the knowledge that would be helpful in performance of his duty and accomplishing the organization's targets.

**4. Initiative:** The interviewers are equally interested to know if the candidate would take personal initiative and accept the challenges that may come his way. A person with a sense of initiative brings out those points to the fore, which enhance the productivity of the organization with novel ideas.

**5. Contribution:** The interviewers try to gauge from the answers supplied by the candidate whatever he would be able to contribute toward the teamwork, what would be his participation level, the manner of his contribution and the negative or positive approach. They would also like to deduce how substantial and effective would be his contribution to the organization.

**6. Manners:** The interviewers look closely at an interviewee to see how he behaves during the course of his interview. A conscious candidate would be alert to show good manners.

**Language and Speech:** There is a popular belief that the moment you open your mouth, you are placed. The language of a person shows what his social standing is. A candidate should pay particular attention to those words and sentences that are not part of the standard language. The interviewers also note the manners of speech, whether it shows interest, confidence, politeness and other qualities.

We can sum up in general that the interviewers are helpful persons and they encourage a candidate so that they can help him bring out his inner traits to the fore to finally assess him for selection, provided his first impression has gone right. They also try to keep the candidate maintain his cool by making the atmosphere conducive to the process of interview.

However, a candidate should guard himself when he sees that an interviewer is trying to show himself to be extra-helpful by way of promptings. This may be the tactic of the interviewer to bring out a candidate's shortcomings that he falls in line. Giving heed to such promptings on the part of the candidate shows that he is susceptible to hear-says and rumours. Whenever such a situation arises, the candidate should be prudent to say,

"You are right, sir, but I have a different opinion ..... "

### Just Before the Interview

You should prepare yourself well before the final date of interview. The actual countdown to the crucial interview begins 48 hours in advance when the candidate has to prepare himself for the formal occasion.

### Countdown

During the one or two days preceding the interview, a candidate should attend to the following activities carefully:

#### 1. Information about the Company:

It is important that you source some vital information about the company where you will appear for the interview. This exercise is of vital importance, as it will equip you with enough information to answer many questions that may be asked during the course of the interview. Try and get the information from the internet or the official web site of the company. Better still, if you live in the same city, visit the office premises before hand, speak with the front desk executives and also familiarize with the place and the environment. This acquaintance shall instill confidence in you. Also gather enough knowledge about the growth pattern and the salary structure, at your level, that is the current trend within the industry you belong to.

**1. Revision:** Whatever you have prepared for the interview, you should revise everything. Your impetus should be on understanding rather than cramming.

Visualize how you are going to put your knowledge to practice if a question was asked in that context. As a matter of fact, when a candidate prepares for interview, he should make suitable notes that he can revise and re-revise just before the interview. It helps him recollect the points faster.

Also, at this stage, you should not try to study anything new, but he should aim at mastering what he has learnt up to this stage. The only exception to this is the newspapers, but you should not go through it from first page to the last, reading everything. It would tire you and waste crucial time that is in

short supply. You should concentrate only on important news in politics, sports, national events, international happenings, etc. Pay special attention to any flaws or shortcomings of your personal life, academics or other fields. **"Practice makes a man perfect", so you should practice in front of the mirror** and see for yourself how are you actually going to answer the questions.

Also see the final answers to the likely questions prepared. Pay attention to the suitable change of stance-and wording or facts in case the actual question asked is different in approach. For this, take the help of peer-group and elders.

**2. Confidence:** When a candidate reaches the stage of a crucial interview, nervousness dawns on his psyche. He looks perplexed and puzzled, sometimes to the extent of being petrified. It may be borne in mind that the interviewers are people, as common as you are, who have ascended the stairs of success which you too would, in time to come. They too have passed your stage. Moreover, an interviewer is there to select people who prove helpful in achieving the goals set by the employer or the organisation. His job is to select and not to reject.

Have confidence in your abilities. Think that this formal occasion is a friendly chit-chat with a senior officer, which you have done all your life-with your parents, teachers, coaches, elders, relatives, and others. There is no reason to be tense.

Feel free and keep your mind open'. It would bring you confidence and would enable you to think reasonably well.

Even if you think that you have not prepared well for a particular subject or topic, never mind. There is every possibility that a question might not at all be asked about it. And your interviewer does not expect you to know everything. He knows limitations of a man. No one can master all the subjects under the sun.

Even if you are not able to reply to a question, there is no need to feel puzzled. It happens with everybody. But keep in mind, if you do not know an answer, admit it openly by saying, "Sir, I don't know of it," or "I'm not aware". Don't try to give a wrong answer or try to guess a possible answer. Saying that you do not know will show your trait that you are honest and can admit your shortcomings.

**3. Relax, enjoy and Sleep well:** If the interview is to be conducted in his home town, the candidate should take a long refreshing sleep the night before so that he reaches the place of interview vigorous and fresh. He should try to avoid studying up to late hours at night, else he might look tired the following morning. Also., he should get up a little early on the D-day and should plan so that he reaches the place at least an hour in advance. It will take care of unpredictable road blocks and other incidents that can delay his reaching his destination in time, besides giving him anxiety.

If the interview is to be held outstation, he can plan to reach the place of interview depending upon the distance from his home town., In this case., if the journey is long, he should better plan to reach there one day in advance. As it is, undertaking a long journey would not only tire him, but also soil his clothes and his first impression at the interview can go wrong. A candidate can plan to stay at a friend's or relative's place but he



## LESSON 19

### PRESENTATION SKILLS

#### Contents:

Introduction, what can a presentation do for you?, The Objectives of Communication, how do you start, key facets of presentation skills, making the presentation, delivery.

#### Learning Objective:

To learn the art of delivering presentation effectively.

To learn to prepare effective presentation

Presentations are a way of communicating ideas and information to a group or audience. Presentations are one of the first managerial skills, which any executive, at any level must acquire.



#### Introduction

Management is the art of getting things done. A Presentation is a fast and potentially effective method of getting things done through other people. In managing any project, presentations are used as a formal method for bringing people together to plan, monitor and review its progress.

#### What Can a Presentation do for you?

- Firstly, it puts you **on display**.  
Your staff needs to see evidence of decisive planning and leadership so that they are confident in your position as their manager. They need to be motivated and inspired to undertaking the tasks, which you are presenting.  
Project leaders from other sections need to be persuaded of the merits of your project and to provide any necessary support. Senior management should be impressed by your skill and ability so that they provide the resources so that you and your team can get the job done.
- Secondly, it allows you to ask questions and to **initiate discussion**. It may not be suitable within the presentation formats of your company to hold a discussion during the

presentation itself but it does allow you to raise the issues, present the problems and at least to establish who amongst the audience could provide valuable input to your Decision-making.

- Presentations are **your chance to speak your mind**, to strut your stuff and to tell the people what the world is really like. While you hold the stage, the audience is bound by good manners to sit still and watch the performance.

A good Presentation is an Amalgamation of:



#### Content

It contains information that you want to give and what the people need. Unlike reports, it must account for how much information the audience can absorb in one sitting.

#### Structure

It has a logical beginning, middle, and end. It must be sequenced and paced so that the audience can understand it. The presenter must be careful not to loose the audience when wandering from the main point of the presentation.

#### Packaging

One must remember that, the audience is at the mercy of a presenter.

#### Human Element

A good presentation will be remembered, because it has a person attached to it. But you still need to analyze the audience's needs very clearly.

#### The Voice

The voice is probably the most valuable tool of the presenter. It carries most of the content that the audience takes away. One of the oddities of speech is that we can easily tell others what is wrong with their voice, e.g. too fast, too high, too soft, etc., but we have trouble listening to and changing our own voices.

#### The Volume

How loud is the sound. The goal is to be heard without shouting. Good speakers lower their voice to draw the audience in, and raise it to make a point.



### • **Tone**

Often the tone enhances the effectivity of the meaning of a thought process. A voice that carries anger can annoy the audience, while a voice that carries humour can get the audience to feel good.

### • **Pitch**

Pitch means how high or low a note is. Someone may have a high voice; some a moderate voice, while others may have a low voice.

### • **Pace**

This is **how long a sound lasts**. Talking too fast causes the words and syllables to be short, while talking slowly lengthens them. Varying the pace helps to maintain the audience's interest line "This new dress code is going to be very formal" and saying it first with surprise, then with irony, then with grief, and finally with anger.

The key is to over-act.

Remember Shakespeare's words "All the world's a stage" — presentations are the opening night on Broadway!

### • **Eye Contact**

Proper eye contact with each and everyone in the audience gives a sense of comfort to them and ensures that your convincing power becomes more effective.

### • **Facial expressions**

A serious outlook, yet a little smile once in a while, results to a pleasant disposition and makes your audience more positively receptive to your presentation.

### • **Practice**

Always practice the presentation that you have to deliver, beforehand, in front of your colleagues and at least once before a full length mirror. This is important as you can improve if see your self in the mirror, exactly the same manner other's would see you at a presentation.

**There are two good methods for improving your voice:**

- **Listen to it!** Practice listening to your voice while at home, driving, walking, etc.
- Then when you are at work or with company, **monitor your voice** to see if you are using it how you want to.

To really listen to your voice, cup your right hand around your right ear and gently pull the ear forward. Next, cup your left hand around your mouth and direct the sound straight into your ear. This helps you to really hear your voice as others hear it...and it might be completely different from the voice you thought it was!

- **Now practice moderating your voice.**

## The Objectives of Communication



The single most important observation is that the objective of communication **is not the transmission but the reception**. The whole preparation, presentation and content of a speech must therefore be geared **not to the speaker but to the audience**.

The presentation of a perfect project plan is a failure if the audiences do not understand or are not persuaded of its merits. A customers' tour is a waste of time if they leave without realizing the full worth of your product.

The objective of communication is to make your message understood and remembered.



The main problem with this objective is, of course, the people to whom you are talking. **The average human being has a very short attention span** and many other things to think about.

Your job in the presentation is to reach through this mental fog and to hold the attention long enough to make your point and convince

others in your favour..

It is difficult to over estimate the importance of careful preparation. Five minutes on the floor in front of senior management could decide the acceptance of a proposal of several months duration for the manager and the whole team.

With so much potential at stake, the presenter must concentrate not only upon the facts being presented but also upon the **style, pace, tone and ultimately tactics, which should be used.**

As a rule of thumb for an average presentation, no less than 1 hour should be spent in preparation for 5 minutes of talking.

### How do you start?

- Formulate your Objectives

The starting point in planning any speech is to formulate a precise objective. This should take the form of a simple, concise statement of intent.

For example, the purpose of your speech may be to obtain funds, to evaluate a proposal, or to motivate your team. No two objectives will be served equally well by the same presentation; and if you are not sure at the onset what you are trying to do, it is unlikely that your plan will achieve it.

- **Focus is key.**

If you do not focus upon your objective, it is unlikely that the audience will.

In the end it is far more productive to achieve one goal than to blunder over several ones. The best approach is to isolate the essential objective and to list at most two others, which can be addressed providing they do not distract from the main one.

- **Identify the Audience**



The next task is to consider the audience to determine how best to achieve your objectives in the context of these people. Essentially this is done by identifying their aims and objectives while attending your presentation.

If you can **convince them they are achieving those aims** while at the same time achieving your own, you will find a helpful and receptive audience.

This principal of matching the audience aims, however, goes beyond the simple salesmanship of an idea - it is the simplest and most effective manner of obtaining their attention at the beginning. **If your opening remarks imply that you understand their problem and that you have a solution, then they will be flattered at your attention and attentive to your every word.**

### • Structure

All speeches should have a **definite structure or format**; a talk without a structure is a mess. If you do not organize your thoughts into a structured manner, the audience will not be able to follow them. Having established the aim of your presentation you should choose the most appropriate structure to achieve it.

However, the structure must not get in the way of the main message. If it is too complex the audience will be distracted. If a section is unnecessary to the achievement of your fundamental objectives, pluck it out.

### • Sequential Argument

One of the simplest structures is that of sequential argument which consists of a series of linked statements, ultimately leading to a conclusion.

However, this simplicity can only be achieved by careful and deliberate delineation between each section. One technique is the use of frequent reminders to the audience of the main point, which have proceeded, and explicit explanation of how the next topic will lead on from this.

### • Hierarchical Decomposition

In hierarchical decomposition the main topic is broken down into sub-topics and each sub-topic into smaller topics until eventually everything is broken down into very small basic units. In written communication this is a very powerful technique because it allows the reader to re-order the presentation at will, and to return to omitted topics at a later date. In verbal communication the audience is restricted to the order of the presenter and the hierarchy should be kept simple reinforced. As with sequential argument it is useful to summarize each section at its conclusion and to introduce each major new section with a statement of how it lies in the hierarchical order.



### Question Orientated

The aim of many presentations given by managers is to either explain a previous decision or to seek approval for a plan of action. In these cases, the format can be question orientated. The format is to introduce the problem and any relevant background, and then to outline the various solutions to that problem listing the advantages and disadvantages of each solution in turn. Finally, all possible options are summarized in terms of their pro's and con's, and either the preferred solution is presented for endorsement by the audience or a discussion is initiated leading to the decision. One trick for obtaining the desired outcome is to establish during the presentation the



criteria by which the various options are to be judged; this alone should allow you to obtain your desired outcome.

### Pyramid

Like in a newspaper, the story is introduced in its entirety in a catchy first paragraph. The next few paragraphs repeat the same information only giving further details to each point. The next section repeats the entire story again, but developing certain themes within each of the sub-points and again adding more information. This is repeated until the reporter runs out of story. The editor then simply decides upon the newsworthiness of the report and cuts from the bottom to the appropriate number of column inches.

There are **two main advantages to this style for Presentations**.

- Firstly, it can increase the audiences' receptiveness to the main ideas. Since at every stage of the pyramid they have all ready become familiar with the ideas and indeed know what to expect next. This sense of déjà vu can falsely give the impression that what they are hearing are their own ideas.
- The second advantage is that the duration of the talk can be easily be altered by cutting the talk in exactly the same way as the newspaper editor might have done to the news story. This degree of flexibility may be useful if the same presentation is to be used several times in different situations.

### The Best Bet

The simplest and most direct format remains the best bet. This is the **simple beginning-middle-end format** in which the main meat of the exposition is contained in the middle and is preceded by an introduction and followed by a summary and conclusion.

This is really the appropriate format for all small sub-sections in all the previous structures.

The Beginning

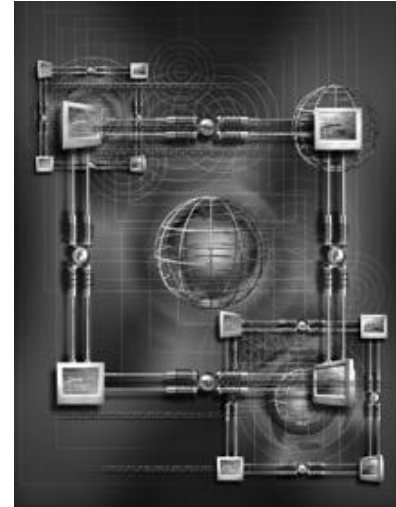


It is imperative to plan your beginning carefully; there are six main elements:

### 1) Get their Attention

Too often, the first few minutes of the presentation are lost while people adjust their coats, drift in with coffee and finish the conversation they were having with the person next to them. You only have a limited time and every minute is precious to you so, **from the beginning, make sure they pay attention**. Start with a pleasant smile, a quick piercing eye-contact and a confident clear voice.

### 2) Establish a Theme



Basically, you need to **start the audience thinking about the subject matter of your presentation**. The audience will each have some experience or opinions on this and at the beginning you must make them bring that experience into their own minds.

### 3) Present a Structure

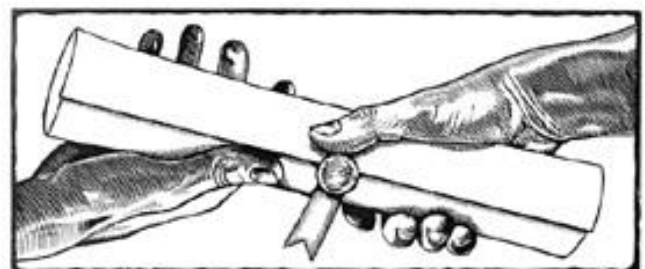
If you explain briefly at the beginning of a talk how it is to proceed, then the audience will know what to expect. This can help to establish the theme and also provide something concrete to hold their attention. Ultimately, it provides a sense of security in the promise that this speech too will end.

### 4) Create a Rapport

**If you can win the audience over in the first few minutes, you will keep them for the remainder.** You should plan exactly how you wish to appear to them and use the beginning to establish that relationship. You may be presenting yourself as their friend, as an expert, perhaps even as a judge, but whatever role you choose you must establish it at the very beginning.

### 5) Administration

When planning your speech you should make a note to find out if there are any **administrative details**, which need to **be announced** at the beginning of your speech. This is not simply to make yourself popular with the people organizing the session but also because if these details are over looked the audience may become distracted as they wonder what is going to happen next.



## 6) The Ending

**The final impression** you make on the audience **is the one they will remember**. Thus it is worth planning your last few sentences with extreme care.

As with the beginning, it is necessary first to get their attention, which would have by now wandered. This requires a change of pace, a new visual aid or perhaps the introduction of one final culminating idea. In some formats the ending will be a summary of the main points of the talk. One of the greatest mistakes is to tell the audience that this is going to be a summary because at that moment they simply switch off. Indeed it is best that the ending comes unexpectedly with that final vital phrase left hanging in the air and ringing round their memories. Alternatively the ending can be a flourish, with the pace and voice leading the audience through the final crescendo to the inevitable conclusion.

## 7) Visual Aids

Most people expect **visual reinforcement for any verbal message** being delivered. While it would be unfair to blame television entirely for this, it is useful to understand what the audience is accustomed to. You will have to captivate the hearing as well as the eyesight of the audience to convince them in your favour.

You can meet their expectations using a slide show, or even a video presentation.

Do not clutter a view slide or it will confuse rather than assist. Do not place more data on the page than you wish to present.

## 8) The Delivery



Whatever you say and whatever you show in the slides, it is you, yourself which will remain the focus of the audience's attention. If you fret your hour upon the presentation stage, no-one will remember what you said.

The presenter has the power both to kill the message and to enhance it a hundred times beyond its worth.

Your job as a presenter is to use the potential of the presentation to ensure that the audience is motivated and inspired rather than disconcerted or distracted.

The five key facets of presentation skills

- Eye contact
- The voice

- The facial expressions
- The overall physical appearance
- Body language

## The Eyes



The eyes are said to be the key to the soul and are therefore the first and most effective weapon in convincing the audience of your honesty, openness and confidence in the objectives of your presentation.

Even when in conversation, your feelings can be evaluated by the intensity and duration of eye contact.

During the presentation you should use this to enhance your rapport with the audience by establishing eye contact with each and every member of the audience as often as possible.

For small groups this is clearly possible but it can also be achieved in large auditoriums since the further the audience is away from the presenter the harder it is to tell precisely where he or she is looking.

During presentations, try to hold your gaze fixed in specific directions for five or six seconds at a time. Shortly after each change in position, a slight smile will convince people in that direction that you have seen and acknowledged them.

## The Voice

Two most important aspects of the voice for the public speaker are:

- Projection
- Variation

In ordinary conversation you can see from the expression, perhaps a subtle movement of the eye, when a word or phrase has been missed or misunderstood.

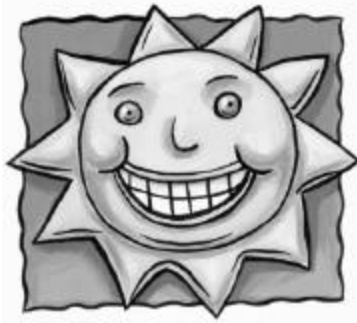
In front of a bigger audience you have to make sure that this never happens. The simple advice is to slow down and to take your time. Remember the audience is constrained by good manners not to interrupt you so there is no need to maintain a constant flow of sound.

**A safe style is to be slightly louder and slightly slower in the pace of delivery.** As you get used to the sound, you can adjust it by watching the audience.

A monotone speech is boring, so it is important to try to vary the pitch and speed of your presentation. Similarly, Effective presentation in the English language is all about **Stressing and Stretching words**, especially on those words or expressions that you want to emphasize more.

At the very least, each new sub-section should be preceded by a pause and a change in tone to emphasize the delineation.

### Expression



The audiences watch your face. If you are looking listless or distracted then they will be listless and distracted; if you are smiling, they will be wondering why and listen to find out. In normal conversation your meaning is enhanced by facial reinforcement. Thus in a speech you must compensate both for stage nerves and for the distance between yourself and the audience. Always remember that everyone wants to see a happy face, not a nervous one.

### Appearance

There are many guides to management and presentation styles, which lay heavy emphasis upon the way you dress and in the last analysis this is a matter of personal choice. That choice should however be deliberately made. **When you are giving a presentation you must dress for the audience, not for yourself; if they think you look out of place, then you are.**

A formal dress is what we would recommend. Ladies should not put too much make-up or jewellery.

### Stance

When an actor initially learns a new character part, he or she will instinctively adopt a distinct posture or stance to convey that character. It follows therefore that while you are on stage, your stance and posture will convey a great deal about you. The least you must do is make sure your stance does not convey boredom; at best, you can use your whole body as a dynamic tool to reinforce your rapport with the audience.



### Body Language

The problem is what to do with your **hands**. These must not wave aimlessly through the air, or fiddle constantly with a pen, or (worst of all visually) juggle change in your trouser pockets. The key is to keep your hands still, except when used in unison with your speech. To train them initially, find a safe resting place, which is comfortable for you, and aim to return them there when any gesture is completed. The best is to use both your hands in fine synchronization, keep them above waist high and below your chest, so that they are visible by those looking at you. This shows that you are confident and it adds to your personality.

### The Techniques of Speech

Every speaker has a set of "tricks of the trade" which he or she holds dear - the following are a short selection of such advice taken from various sources.

### Make an Impression

The average audience is very busy: they have families, schedules and slippages, cars and mortgages; and although they will be trying very hard to concentrate on your speech, their minds will inevitably stray. Your job is to do something, anything, which captures their attention and makes a lasting impression upon them. Once you have planned your speech and honed it down to its few salient points, isolate the most important and devise some method to make it stick.

### Repetition



The average audience is easily distracted, and their attention will slip during the most important message of your speech - so **repeat it**. You don't necessarily have to repeat a phrase, but simply make the point again and again and again with different explanations and in different ways.

### Draw a Picture

The human brain is used to **dealing with images**, and this ability can be used to make the message more memorable. This means using metaphors or analogies to express your message. Thus a phrase like "we need to increase the market penetration before there will be sufficient profits for a pay related bonus" becomes **"we need a bigger slice of the cake before the feast"**.

## Jokes



The set piece joke can work very well, but it can also lead to disaster. You must choose a joke, **which is apt**, and one, which will not offend any member of the audience. This advice tends to rule out all racist, sexist or generally rude jokes. If this seems to rule out all the jokes you can think of, then you should avoid jokes in a speech.

### Plain Speech

#### Keep it Simple, Short and Sweet

If you can crystallize your thoughts and combine your main message with some memorable phrase or imagery, and present them both in 30 seconds then you have either the perfect ending or the basis for a fine presentation.

#### Narrative

**Everyone loves a story** and stories can both instruct and convey a message. If you can weave your message into a story or a personal anecdote, then you can have them wanting to hear your every word - even if you have to make it up.

#### Practice



There is **no substitute for rehearsal**. You can do it in front of a mirror, or in front of your colleagues. In both cases, you should accentuate your gestures and vocal projection so that you get used to the sound and sight of yourself.

Do not be put off by the mirror - remember: you see a lot less of yourself than what the others do.

### Relaxation

If you get nervous just before the show, either **concentrate on controlling your breathing**. The good news is that the audience will never notice your nerves nearly as much as you think.

Similarly, if you dry-up in the middle - smile, look at your notes, and take your time. The silence will seem long to you, but less so to the audience.

### Evaluate

Once the speech is over and you have calmed down, you should try to honestly **evaluate your performance**. Either alone, or with the help of a friend in the audience, decide what was the least successful aspect of your presentation and resolve to concentrate on that point in the next talk you give. If it is a problem associated with the preparation, then deal with it there; if it is a problem with your delivery, write yourself a reminder note and put it in front of you at the next talk.

Practice is only productive when you make a positive effort to improve - try it.

### To wrap it up

The material of your presentation should be concise, to the point and tell an interesting story. In addition to the obvious things like content and visual aids, the following are just as important as the audience will be subconsciously taking them in:

Your voice - how you say it is as important as what you say.

Body language - your body movements express what your attitudes and thoughts really are.

Appearance - first impressions influence the audience's attitudes to you.

Dress appropriately for the occasion, in formals.

As with most personal skills oral communication cannot be taught. Instructors can only point the way. So as always, practice is essential, both to improve your skills generally and also to make the best of each individual presentation you make.

### Preparation



**1) Prepare the structure of the talk** carefully and logically, just as you would for a written report. What are:

- The objectives of the talk?
- The main points you want to make?
- Make a list of these two things as your starting point

**2) Write out the presentation in rough**, just like a first draft of a written report. Review the draft. You will find things that are irrelevant or superfluous - delete them. Check the story is consistent and flows smoothly. If there are things you cannot easily express, possibly because of doubt about your understanding, it is better to leave them unsaid.

**3) Never read from a script.** It is also unwise to have the talk written out in detail as a prompt sheet - the chances are you will not locate the thing you want to say amongst all the other text.

You should know most of what you want to say - if you don't then you should not be giving the talk! So prepare cue cards, which have key words and phrases (and possibly sketches) on them. Postcards are ideal for this. Don't forget to number the cards in case you drop them.

**4) Remember to mark on your cards the visual aids** that go with them so that the right OHP or slide is shown at the right time

**5) Rehearse your presentation** - to yourself at first and then in front of some colleagues. The initial rehearsal should consider how the words and the sequence of visual aids go together. How will you make effective use of your visual aids?

### Making the Presentation



- 1) Greet the audience (for example, 'Good morning, ladies and gentlemen'), and tell them who you are.



- 2) Tell the audience what you are going to tell them.
- 3) At the end tell them what you have told them
- 4) Stick to the time limit. If you can, keep it short. It's better to under-run than over-run. As a rule of thumb, allow 2 minutes for each general overhead transparency or Power Point slide you use, but longer for any that you want to use for developing specific points.
- 5) The audience will get bored with something on the screen for more than 5 minutes, especially if you are not actively talking about it. So switch the display off, or replace the slide with some form of 'wallpaper' such as a company logo.
- 6) Stick to the plan for the presentation, don't be tempted to digress - you will eat up time and could end up in a dead-end with no escape!
- 7) Unless explicitly told not to, leave time for discussion - 5 minutes is sufficient to allow clarification of points. The session chairman may extend this if the questioning becomes interesting.
- 8) At the end of your presentation ask if there are any questions - avoid being tense when you do this as the audience may find it intimidating
- 9) If questions are slow in coming, you can start things off by asking a question of the audience - so have one prepared.

### Delivery



- Speak clearly. Don't shout or whisper - judge the acoustics of the room.
- Don't rush, or talk deliberately slowly. Be natural and preferably conversational maintaining a steady pace of delivery.
- Deliberately pause at key points - this has the effect of emphasizing the importance of a particular point you are making.
- Avoid jokes - unless you are a natural expert to being a professional flirting or light hearted humor.
- Use your hands to emphasize points but don't indulge in too much hand waving. People can, over time, develop irritating habits. Ask colleagues occasionally what they think of your style.
- Look at the audience as much as possible, but don't fix on an individual - it can be intimidating or lead to misunderstanding.
- Pitch your presentation towards the back of the audience, especially in larger rooms.
- Don't face the display screen behind you and talk to it.

**Other annoying habits include:**

- Standing in a position where you obscure the screen. In fact, positively check for anyone in the audience who may be at a disadvantage and try to accommodate them.
- Muttering over a transparency on the OHP projector plate and not realizing that you are blocking the projection of the image. It is preferable to point to the screen than the foil on the OHP (apart from the fact that you will probably dazzle yourself with the brightness of the projector)
- Avoid moving about too much. Pacing up and down can unnerve the audience, although some animation is desirable.
- Keep an eye on the audience's body language. Know when to stop and also when to cut out a piece of the presentation.
- Visual aids must be relevant to what you want to say. A careless design or use of a slide can simply get in the way of the presentation. What you use depends on the type of talk you are giving. Here are some possibilities:
  - Overhead projection transparencies (OHPs)
  - 35mm slides
  - Computer projection (Power point , applications such as Excel, etc)
  - Video, and film,
  - Real objects - either handled from the speaker's bench or passed around
  - Flipchart or blackboard/white board - possibly used as a 'scratch-pad' to expand on a point
  - Keep it simple though - a complex set of hardware can result in confusion for speaker and audience.
  - Make sure you know in advance how to operate an equipment and also when you want particular displays to appear. Sometimes a technician will operate the equipment.
  - Arrange beforehand what is to happen and when and what signals you will use.
  - Edit your slides as carefully as your talk - if a slide is superfluous then leave it out.
  - Slides and OHPs should contain the minimum information necessary. The contents should be used more as references for your presentation as well as for your audience.

To do otherwise, risks the slide being unreadable or will divert your audience's attention so that they spend time reading the slide rather than listening to you.

- Try to limit words per slide to a maximum of 10.
- Use a reasonable size font and a typeface, which will enlarge well. Typically use a minimum 16 -18 Times Roman/Arial on OHPs.
- A guideline is: if you can read the OHP from a distance of 2 metres (without projection) then it's probably OK
- Avoid using a diagram prepared for a technical report in your talk. It will be too detailed and difficult to read.
- Do not use colours in your slides except for visuals. Even for visuals, avoid orange and yellow which do not show up very well when projected.

- For text only, white on black is pleasant and clear to look at and easy to read.
- Room lighting should be considered. Too much light near the screen will make it difficult to see the detail. On the other hand, a completely darkened room can send the audience to sleep.
- Try to avoid having to keep switching lights on and off, but if you do have to do this, know where the light switches are and how to use them.

**Finally enjoy yourself!**

The audience will be on your side and want to hear what you have to say!

**Practical Session**

Students would be given a topic. They would be required to make a PPT presentation, cut it on a CD and then give a presentation using the laptop.

Students would be practically taught:

- How to compose and arrange Content as per audience interest.
- Style of presenting.
- Level of comfort with Laptop.
- Presentation Techniques.

This exercise would be conducted in a conference hall providing the complete actual presentation environment to the student.

## LESSON 20

### INTERPERSONAL SKILLS

#### Contents:

Life is an echo, We get back what we give, Factors That Prevent Building and Maintaining Positive Relationships, the difference between ego and pride, difference between selfishness and self interest.



#### Learning Objectives:

To hone interpersonal skills.

To learn to analyze

“I will pay more for the ability to deal with people than for any other ability under the sun”.

In business, most problems are people problems. When we solve our people problems, our business problems are substantially resolved. People knowledge, is more important than product knowledge. Successful people build pleasing and magnetic personalities, which is what makes them charismatic. This helps in getting friendly co-operation from others.

A pleasing personality is easy to recognize but hard to define. It is apparent in the way a person walks and talks, his tone of voice, the warmth in his behavior and his definitive level of confidence. A pleasing personality is a combination of a person's attitude, behavior and expressions. You will never lose your attractiveness regardless of age when the path of your personality flows both from your face and your heart. Wearing a pleasant expression is more important than anything else you wear. Charming manners that disguise a poor character may work in the short run, but character reveals itself rather quickly. Relationships based on talent and personality alone, without character, make life miserable. Charisma without character is like good looks without goodness.

The bottom line is, that a lasting, winning combination requires both character and charisma.

Be courteous to all, but intimate with a few, and let those few be well tried before you give them your confidence.

True friendship is a plant of slow growth, and must undergo

Be courteous to all, but intimate with a few, and let those few be well tried before you give them your confidence. True friendship is a plant of slow growth, and must withstand the shocks of adversity before it is entitled to the appellation.

**Life is An Echo**



A little boy got angry with his mother and shouted at her, “I hate you, I hate you.” Because of fear of reprimand, he ran out of the house. He went up to the valley and shouted, “I hate you, I hate you,” and the echo returned, “I hate you, I hate you.”

Having never heard an echo before, he was scared, and ran to his mother for protection. He said there was a bad boy in the valley who shouted “I hate you, I hate you.” The mother understood and she asked her son to go back and shout, “I love you, I love you.” The little boy went and shouted, “I love you, I love you,” and back came the echo. That taught the little boy a lesson-that our life is like an echo:

We get back what we give.

**Life is a Boomerang**

Benjamin Franklin said, “When you are good to others, you are best to yourself.”

Whether it is your thoughts, actions or behavior, sooner or later they return-and with great accuracy. Treat people with

respect on your way up because you will be meeting them on your way down.



Goodness has a way of coming back; that is the nature of the beast. One doesn't have to do good with a desire to get back. It just happens automatically.

### What are Some Factors that Prevent Building and Maintaining Positive Relationships?

Most of them are self-explanatory or elaborated on later in this chapter.

1. Selfishness
2. Lack of courtesy
3. Inconsiderate behavior
4. Not meeting commitments
5. Rude behavior
6. Lack of integrity and honesty
7. Self-centeredness (a person all wrapped up in himself makes a pretty small package)
8. Arrogance (an arrogant person is content with his opinion and knowledge. That will guarantee him perpetual ignorance).
9. Conceit (since nature abhors a vacuum, she fills empty heads with conceit)
  - Negative attitude
  - Closed mind
  - Lack of listening
  - Suspicious nature
  - Lack of respect for values (low morals)
  - Lack of discipline
  - Lack of compassion (cruelty is a sign of weakness) . Impatience
  - Anger (temper gets a person in trouble and ego keeps him there).
  - Manipulative behavior
  - Escapist behavior
  - Touchy nature
  - Inconsistency

- Unwillingness to accept the truth
- Past bad experience
- An uncaring attitude (being ignored is not a good feeling; it shows a lack of concern).
- Greed- is like sea - water: the more you drink, the thirstier you get.

This probably is not an all-inclusive list. Most of us may have some of the characteristics mentioned above. Some may have more of one than the other. The objective is to evaluate and adjust course in those areas.

### The Difference Between Ego and Pride

The biggest hurdle in building a positive relationship is Ego. Ego is self-intoxicating. Ego is an unhealthy pride that results in arrogance. Healthy pride is a feeling of the pleasure of accomplishment with humility. Ego gives a swollen head while pride gives a swollen heart. A big head gives a big headache whereas a big heart gives humility.

No matter what the size of a person's accomplishments are, there is never an excuse for having a big head. Pride, yes, big head, no.

### Ego-The "I Know It All" Attitude

To an egocentric person, the world begins, ends and revolves around him. An egoist can be funny by default. A boss asked one of his employees how badly he wanted a raise. The employee said, "Real badly. I have been praying to God for one." The boss replied, "You are not going to get it because you went over my head." An egoist talks down to and looks down on others.

### What is the Difference Between Selfishness and Self-interest?

It is important to understand the distinction between selfishness and self-interest.

Selfishness is negative and destructive. It destroys relationships because it is based on negative values. It believes in the win-lose principle.

Self-interest is positive. It welcomes prosperity, peace of mind, good health and happiness. Self-interest believes in win-win situations.

### Envy/Jealousy-Crab Mentality

What is crab mentality? Did you know that if you put a group of crabs in a box with an open top, that the crabs will stay in the box? The crabs could easily crawl out of the box and go free. But this doesn't happen, because the crab mentality doesn't let it happen. The moment one crab starts crawling up, the others pull it down and nobody gets out. They could all go free, but guess where they all end up? Dead.

The same thing is true with people who are jealous. They never get ahead in life and prevent others from succeeding. Jealousy is a sign of poor self-esteem. It is a universal trait. The biggest problem comes when jealousy becomes part of a nation's character. It results in disastrous consequences. Jealousy corrupts people and countries.

One Should Have an Open Mind Rather  
Than an Empty Mind



What is the difference between an open mind and an empty mind? An open mind is flexible; it evaluates and may accept or reject ideas and concepts based on merit.

An empty mind is a dumping ground for good and bad. It accepts without evaluation.

### **We See Things not the Way They are But the Way we are**

According to a legend, a wise man was sitting outside his village when a traveler came up and asked, "I am looking to move from my present village-what kind of people live in this village?" The wise man asked, "What kind of people live in your village?" The man said, "They are mean, cruel, rude." The wise man replied, "The same kind of people live in this village too." After some time another traveler came by and asked the same question, and the wise man asked him, "What kind of people live in your village?" And the traveler replied, "The people are very kind, courteous, polite and good." The wise man said, "You will find the same kind of people here too."

Generally, we see the world not the way it is but the way we are. Most of the time, other people's behavior is a reaction to our own. If our motives are good, we assume the motives of others are good too. If our intentions are bad, we assume that the intentions of others are bad.

### **Trust**



All relationships are trust relationships. Relationships between employer and employee, parent and child, husband and wife, student and teacher, buyer and seller, and customer and salesperson are all trust relationships. How can we have trust without integrity? Crisis in trust really means crisis in truth. Trust results from being trustworthy.

What are the factors that build trust?

- Reliability-gives predictability and comes from commitment.

- Consistency-builds confidence.
- Respect-to self and others gives dignity and shows a caring attitude.
- Fairness appeals to justice and integrity.
- Openness-shows a willingness to listen and share your views.
- Congruence-action and words harmonize. If a person says one thing and behaves differently, how can you trust that person?
- Competence-comes when a person has the ability and the attitude to serve.
- Integrity - the key ingredient to trust.
- Acceptance-in spite of our effort to improve we need to accept each other with our merits and demerits.
- Character-a person may have all the competence but if he lacks character he can't be trusted.
- Courage-a person who lacks courage will let you down in a crisis.

Trust in many ways is a much greater compliment than love.

There are some people we love but we can't trust them.

Relationships are like bank accounts: The more we deposit, the larger they become; therefore, the more we can draw from them. However, if you try to draw without depositing, it leads to disappointment.

Many times we feel we are overdrawn but, in reality, we may be under-deposited.

Below are some of the consequences of poor relationships and the lack of trust.

- Stress
- Lack of communication
- Irritation
- Close mindedness
- No team spirit
- Lack of credibility
- Poor self-esteem
- Suspicion
- Loss of productivity
- Isolation
- Poor health
- Distrust
- Anger
- Prejudice
- Breakdown of morale. Uncooperative behaviour. Conflict
- Frustration
- Unhappiness

## LESSON 21

### LEADERSHIP

#### Contents:

Developing Leadership qualities, importance of leadership.

#### Learning Objectives:

to hone leadership skills.



#### Developing LEADERSHIP Qualities

##### 1. Power by Position:

Positions and titles give power. Take away the title and the power goes away. Position gives authority and authority gives power but only good behaviour begets respect. The people most obsessed with titles and status are usually the least deserving. Title, position or power, unless it is built on justice, cannot endure. Political pseudo leaders, especially, are spineless and can walk only with the help of the crutch of authority. Greatness does not lie in just being strong but equally in the right use of that strength.

##### 2. Power by Proxy:

This is power that is given or received through a process of delegation by a higher authority. Getting power through authority does not guarantee that it will be used appropriately and not abused.

##### 3. Power by Personality:

This is often referred to as charisma. But the razzle-dazzle of a charismatic personality can blind us only for a while. When we wake up, if our hero lacks substance, he doesn't look any good any more.

##### 4. Power by Proficiency:

Also known as exceptional ability, proficiency in any particular field can give limited power and possibly respect depending on behavior.

##### 5. Power by Principle:

This flows from our value systems, beliefs, courage, conviction and integrity. The winning combination of leadership is personality and principles put together. In other words, charisma and character. The same principles apply in our personal life. We get married to personality but we have to live with the character.

##### Authority is not Enough

Authority is not a substitute for leadership. Leaders who can inspire others always outperform pseudo leaders who depend on authority. The power in authority is fear motivation. The best it can do is **generate compliance**, not good will. People will not stretch wholeheartedly beyond compliance. Authority blinds a pseudo leader and he does not realise that it is to be saved for an emergency. A good leader is looking for cooperation not just compliance. A true leader inspires and earns respect. Pseudo leaders let power go to their head. They display authority unnecessarily and lose respect. Pseudo leaders treat the symptoms not the system.

A society is in danger when those who have never learnt to obey are given the right to command.

##### Pride and Humility



There is nothing noble in feeling superior to some other person. The true nobility is in being superior to your previous self.

One quality of a good leader is that while his pride is reflected in his work, he himself practices humility. What does that mean? Taking pride in your work entails setting high standards for yourself and not being satisfied till you surpass those standards. This pride comes from an awareness of your capabilities and from a burning desire to increase or extend your performance levels.

The true leader instills this same pride in his team. How does he do that? When things go right, a good leader is humble enough to give credit to the team. And when things go wrong, he accepts responsibility.

PRIDE and HUMILITY are both satisfying and gratifying whereas VANITY brings bitterness, discontentment and disgruntlement.

### Vanity



When people feel that they deserve more than what they have got and they actually don't - that's vanity.

Vanity is false pride. False pride makes people ridiculous. Insincere praise to somebody with low self-esteem brings a swollen head that is vanity.

Vanity shuts the doors on help and leaves the curtains open to the display of stupidity.

### Humility

When people feel that they have got more than what they deserve and they actually do - that's humility.

When you pretend to be humble, you have lost -humility. It only comes naturally. Sincere appreciation needs to be accepted and acknowledged with sincere gratitude. That's humility.

When a person feels he is unworthy of sincere appreciation, it would be either that meritoriously he feels undeserving or his low self-worth does not permit him to accept the appreciation.

### Pride

When a person feels that they got what they deserve because that's what they earned - that's pride.

The champion, when he wins the gold, wears it with great pride. He doesn't say I don't deserve it.

Athletes spend 15 years training for 15 seconds of performance. They never say I don't deserve it. But they have the humility to give credit to those behind the scene. Could he have ever won the gold without a good coach, mentor or the support of his family? Never. He does not have the vanity to take the credit. However, the best coach and the support of the family would not get the medal without the effort of the athletes.

**Pride leads to self-confidence whereas conceit leads to arrogance.**



There is a fine line dividing confidence and conceit and the moment you cross it, you lose strength.

### Leadership: Essential In Every Sphere Of Life

A headless institution does not work. Every family, community, country needs a leader.

As responsible adults, we are called upon to assume leadership roles in

our day-to-day lives. Directly or indirectly, actively or passively, we all influence someone, somewhere, in some manner, shape or form - for the better or worse. Followers have the responsibility to expect high standards from their leaders. Strong commitment to principled action and service is the responsibility of every person.

The willingness to address fundamental issues and then make every effort to live by the answers is what makes a great leader great.

If we are not a part of the solution, then we are the problem.

Corrupt exploiters, with insatiable greed, are forever looking for new opportunities to destroy society for their personal gain. Sometimes, worthy people do not come forward to take on positions of leadership, an ugly breed of self-serving parasites fills the void.

People with leadership skills sometimes refuse public service and leadership roles because they are content with their status and wealth. In this way, they don't enforce a status quo but bring degradation.

They put their conscience into deep sleep. Their indifference encourages cynicism in those around them. This laid-back attitude, however, serves as an opportunity for arrogant and selfish pseudo leaders to fill the vacuum.

### Honourable Living and Politics

People come to me and say, "I keep to myself. I want to have nothing to do with politics. I don't want to be involved." How absurd?

We are already involved, by not being involved. The air we breathe, the water we drink, the food we eat, the education our kids get, the taxes we pay, the medicine we take, our very existence is the result of politics. How then can we not be involved?

We are already involved - either by choice or by default. Life is not a spectator sport. And when we fail to get involved we also lose the right to criticize.

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## LESSON 22

### TIME MANAGEMENT

#### Contents:

How to manage your time? Time Management and output.

#### Learning Objective:

To learn time management

#### Consider this...



How much time do you waste every day?

A few minutes? A few hours?

Are you working as efficiently as you think you can?

Could you be more effective in your work?

Most of you waste a lot of time every day, and well, **you know it!**

You know they could be getting a lot more done. You know they could do that simple job a lot quicker.... but you don't know how!

Now think about this. Each one of us has the same 24 hours with us, neither of us either has 23, or 25, so how is that somebody gets to perform better and someone lacks behind? How is that someone can do the same task faster than you and in lesser time, mind you I said "same task". Well if we think beyond personal capabilities, what is that other thing that actually lets the other person perform better in the same time frame?

Well, the answer to all this is :

**"Work expands to fill the available for completion"**

Time Management is not just required so that you may finish your tasks efficiently, but also to help you get time enough for personal improvisation and improvement.



Lets say you plan your day in a way that you have a time slot for all important things, and then you realize that you still have a couple of hours free, and you also realize that one of your weaknesses is English, that is may be you need to improve your English speaking skills. Now imagine what time management can do for you. Well, if you plan your time for yours studies and recreation, and see some time left then you can identify your weaker areas and start work on their improvement in that extra time slot. You may consider, seriously reading the newspaper to mark new words, or you may listen to a cassette of correct pronunciation and practice.

The idea is that many of you have many weaknesses and we always blame it "on time". We often find ourselves saying that we have not been able to improve upon our weakness because our studies keep us so busy that we don't have time. But have you ever sat down and planned to see if you can actually allocate time for self-improvisations. Well, this is one of the few things, which time management can do for you.

Well then, isn't the crux of the matter that **we do not have to manage time, but ourselves?**



**True.** If you're serious about maximizing your personal effectiveness, you must think of time management very seriously.

The fact of the matter is that if you want to be successful you must manage your time properly. The truth is time-management is not that difficult. The real expert gets so much extra done every day; he's (or she's) way ahead of the competition.

Generally, time management refers to the development of processes and tools that increase efficiency and productivity.

When we think of time management, we think of personal time management, **defining it as managing our time to waste less time on doing the things we have to do so we have more time to do the things we want to do.**

Therefore, time management is often defined a set of time management skills; the theory is that once we master the time management skills, we'll be more organized, efficient, and happier.

**Personal time management skills include:**

- Goal setting
- Planning
- Prioritizing
- Decision-making
- Delegating
- Scheduling

**How to Manage Your Time?**

Don't be a perfectionist.



Trying to be a perfect person sets you up for defeat. Nobody can be perfect. Difficult tasks usually result in avoidance and procrastination. **You need to set achievable goals**, but they **should also be challenging**. There will always be people both weaker and stronger than you.

#### • Learn to say "NO"

For example, a friend of yours would like you to see a movie with him tonight. You have already made plans for tomorrow for a group study for the exams with your friends and tonight you were going to do laundry. You really are not interested. You want to say no, but you hate turning people down.

Politely saying no should become a habit. **Saying no frees up time for the things that are most important.**

#### • Learn to Prioritize



Prioritizing your responsibilities and engagements is very important. Some people do not know how to prioritize and become procrastinators.

**A "to do list" places items in order of importance.** One method is the ABC list. This list is divided into three sections; a, b, or c.

The items placed in the **A section** are those needed to be **done that day**.

The items placed in the **B section** need completion **within the week**.

The **C-section** items are those things that **need to be done within the month**.

As the B, C items become more pertinent they are bumped up to the A or B list. You may even come up with your own method, but prioritizing work as per "**daily, weekly and monthly deadlines**" or as per "**most Important, more Important and Important**" is essential.

#### • Combine several activities

Another suggestion is to combine several activities into one time spot. While commuting to RU, revise previous days notes. This allows up to an hour or two a day of good study review.

While watching TV, make a checklist of things to do.

These are just suggestions of what you can do to combine your time, but there are many others, above all be creative, and let it work for you.

#### **It's all about a Habit.**

After scheduling becomes a habit, then you can adjust it. It's better to be precise at first. It is easier to find something to do with extra time then to find extra time to do something. Most importantly, make it work for you. A time schedule that is not personalized and honest is not a time schedule at all.

#### **Time Management at work**

**What is, in your opinion, the biggest time management mistake people make at work?**

Not realizing how much time they waste.

We can't manage time: we manage self.

We can manage what we do with the time we have.



- Unclear goals
- Too many personal phone calls
- Disjointed processes
- No routine
- Poor planning
- Procrastination
- Lack of focus
- Lack of training
- Junk e-mail
- Surfing etc. are all **time bandits that steal our time** and people often don't make the connection that it's why they never have enough. Working in this state is an absolute breeding ground for stress.



Let me give you a couple of examples.

One of my friends would let his mail pile up for days. Every day his assistant would add to the piles. The higher the piles got, the more frustrated he got, and the more he procrastinated. His assistant was just as frustrated because she wasn't able to stay on top of things. Her self-esteem was plummeting. They were always in a reactive mode because work had sat in piles instead of being done.

After he came to all of for help, we changed the process of how he managed the mail. We created mail folders so the assistant **could prioritize the mail** before he got it. **Red folders for ACTION, blue for READ**, and so on.



Then, instead of putting the mail on his desk, she now sits with him **20-30 minutes every morning to help him process** it. It's working beautifully. All that we did was that, we changed the PROCESS so he wouldn't **PROCRASTINATE by establishing a ROUTINE**. One of my colleagues could never reach R.U. by 8 AM. And of course, it was a big problem. It had kept her from getting an otherwise glowing performance appraisal.

After stepping back to help her, to find out why she was constantly late, I discovered that **she never planned the night before, and her closet was disorganized**. Her mornings ended up being her worst nightmare. So you get the idea. If people pay attention to **what they're spending their time doing, they'll see how they're wasting it**. If they make some simple adjustments, they'll be able to manage themselves better. It's really simple, but it'll take some work to make it happen.

### Scheduling



**Do you advocate making a rigid schedule and adhering to it?** I believe you'll get more done if you **establish routines and stick with them as much as you can**, but you have to stay flexible and adaptable to the unexpected. Otherwise, when unplanned things happen, it'll cause you just as much stress as trying to work without a plan.

## Controlling the beep!



### **“What else” is the most common phrase we have**

**heard you girls talk on the phone... isn't it!** Not me alone, but many of us often wonder as to what do you girls talk on the phone for that long? Well, the need to talk more and more, to same person who you have met all day long or a friend who you have called after days is definitely not an exercise you need to indulge in on the phone!

Here's **Time Management Tips For Outgoing Calls, not just for your personal calls, but also for the work place.**

1) Whether they're suppliers, regular clients, or contractors, many of us call the same people repeatedly. Keep your contact information updated **with time-saving details** so you don't waste time trying to reach people who aren't available.

For instance, if I know that a particular person that I want to reach takes a lunch from 1 to 2 p.m. each day, **I know not to waste my time trying to call her during this time.**

2) Program the numbers for those you call regularly into your telephone. I'm always amazed by people who don't do this, as the time you save when you're not looking up numbers and dialing them is equally amazing.

3) Plan your outgoing telephone calls. Before you call, **jot down the main goal** and the key points you want to cover. This will help you stick to the point when you call and ensure that you cover everything you want to cover, saving time during the call and avoiding having to call again because of something you forgot.

4) Of course, if you want to make notes during a call (or do anything else while you're speaking on the telephone), a good speakerphone is essential. **Freeing your hands can free up a lot of time.** You may also keep a paper and a pen handy.

### **Time Management and Output**

These time management tips will help you increase your productivity and stay relaxed and collected.

#### **1) Find out where you're wasting time.**



Many of us are prey to time-wasters that steal time we could be using much more productively. **What are your time-bandits?** Do you spend too much time 'Net surfing, reading email, or making personal calls?

#### **2) Create time management goals.**

**Remember, the focus of time management is actually changing your behaviour, not changing time.** A good place to start is by eliminating your **personal** time-wasters like emails, phone calls etc.

#### **3) Implement a time management plan.**

Think of this as an extension of time management

The objective is to change your behaviors over time to achieve whatever general goal you've set for yourself, such as increasing your productivity or decreasing your stress. So you need to not only set your specific goals, but also track them over time to see whether or not you're accomplishing them.

#### **4) Use time management tools.**

Whether it's a Day-Timer or a simple reminder in your mail box, the first step to physically managing your time is to know where it's going now and planning how you're going to spend your time in the future

#### **5) Prioritize ruthlessly.**

You should start each day with a time management session prioritizing the tasks for that day and setting your performance benchmark. If you have 20 tasks for a given day, how many of them do you truly need to accomplish? Try and start the day right.

Try Most Urgent, Urgent, and regular classification.

#### **6) Learn to delegate and/or outsource.**

No matter how small your business is, there's no need for you to be a one-man show. For effective time management, you need to let other people carry some of the load.







## LESSON 23

### STRESS MANAGEMENT

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#### Contents:

What is stress, Types of stress, stress levels, strategies for stress management, skills to manage stress.

#### Learning Objective:

to learn the skills to fight stress.



#### What is stress?

Stress is the “wear and tear” our mind and body experience as we adjust to our continually changing environment; it has physical and emotional effects on us and can create positive or negative feelings.

Moving a little away from the conventional definitions, we all understand that stress is certain uneasiness in our minds and heart. Where sometimes whatever we desire does not happen, or even if it does, it does not happen the “way” we want it to, or whatever happens is something we prayed and prayed should not happen. Many a times it also revolves around an inability to perform at all, may be because of circumstances, health or pressure. Any restlessness that is a result of the unexpected or the unwanted, results in stress.

But have you ever thought that stress essentially is not a negative term. There are instances where stress is very positive as well.

Let me give you an example, Presume that your exams are starting the next month. Well, as usual, many of you give in to procrastination and keep on delaying the preparation. Suddenly after 10 days, a teacher gives you a long

lecture and comes the realization that “it’s time!” Now analyze your behavior when you just have about 20 days for your exams to begin. You would sit and **PLAN**. Study the curriculum, and

ideally would make a **timetable**, based on which you would allot hours for yourself to study.

What happened in this case, the tension that entered your system, after your teacher spoke to you, actually **put you under stress**, probably because you could realize that the time was limited and you had loads to finish.

This stress actually put you to action!

**So is Stress Positive as well?**



Yes, Stress can be positive as well. Positive stress adds anticipation and excitement to life, and we all thrive under a certain amount of stress. Deadlines, competitions, confrontations, and even our frustrations and sorrows add depth and enrichment to our lives. Our goal is not to eliminate stress but to learn how to manage it and how to use it positively, to our advantage.

As a positive influence, stress can **help compel us to action**; it can result in a new awareness and an exciting new perspective.

As a negative influence, it can result in **feelings of distrust, rejection, anger, and depression**, which in turn can lead to health problems such as headaches, upset stomach, rashes, insomnia, ulcers, high blood pressure, heart disease, and stroke. With the death of a loved one, the birth of a child, a job promotion, or a new relationship, we experience stress as we readjust our lives.

It all depends on **how we react to it**.

A very kind gentleman told me about this conversation, and I think, this is the essence of stress management.

It was in 1963, when Dr. Radhakrishnan had gone to visit Mr. John. F. Kennedy in the US. They were in the lawn, when Mr. Kennedy commented on the cloudy weather and said, “**Looks like it’s going to rain**”. Dr. Radhakrishnan replied, “**Well, you can’t change the events, but the attitude towards the event can be changed.**”

### What Does this Statement Mean to You?

It means that when you are put in a difficult situation, or for that matter a stressful situation, then you can really change the situation, but you sure can change your attitude and thinking towards that situation or event.

We all land up in new and different kinds of stressful situations, how we align our mind to handle that situation decides the solution.

Insufficient stress acts as a depressant and may leave us feeling bored or dejected; on the other hand, excessive stress may leave us feeling "tied up in knots." What we need to do is find the optimal level of stress, which will individually motivate but not overwhelm each of us.

If you consider a day in your own life, you would see that a single day brings with it a series of stress causers. Imagine that you start from home to come to college. **A typical situation of traffic jam is a cause of major stress.**

Lets say you have a very major presentation and you leave your home well prepared, well in time, so that by no chance, you should get stuck in the traffic. Traffic, rallies and your presentation decide to meet each other the same day!! Well, what happens? You keep looking at the watch and the traffic, and start using foul words and that typical phrase, "Why me"! and of course then you think of blaming God and complain.

All this leads to lots of tension, anxiety and stress. So ideally how do you handle such situations?

Well, very honestly, I have always observed that this mind has a solution for most everything. This mind has the power of logic and strangely, logic somehow solves a lot of things for you.

Remember the option of thinking. And the fact that solution is in action.

Whenever we fall in such situations, we start **thinking of the problem and how miserable the problem has made us, INSTEAD OF THE SOLUTION.** The solution is what needs to be thought of. Well, First things first, **relax! And take a deep breath. Then plan.** Try and move your car to a side and move it to a place where you can park it, lock it and leave. Catch a public transport after you have walked through the blocked patch, and get yourself to the office. Or else, if the situation is such that getting out of the traffic is impossible, then simply turn on the music and relax yourself, because practically can do nothing about it.

The idea is that you must **try and get out of the situation**, that is causing the problem and then **think of a practical action oriented solution**, instead of thinking the misery that that problem is causing you.

Lets me share a small true story with you.

I know of a girl who is overweight and is always conscious, and she dreads looking into the mirror. This is a state of complete **continuous stress.** Now what do you think I should tell her? Try and loose weight, go to the gym, or try and it will happen or never mind, you still look cute? I mean I am sure she must have heard all these things from a whole lot of people, so why is it that after so much of counseling, she still hasn't been able to lose weight? Or even get rid of stress?

Well, she probably did not realize it all herself. The fact that she needed to lose weight was demotivating enough, but not as much so as to put her into Action.

When we both met and she shared this with me, I thought of helping her out of this stress. I knew that the Birthday dress she wore last year, made her look very attractive, and I could see that she would not fit in, any way, and her husband had bought her that dress (with lots of affection). I forced her to wear that dress. And I kept on telling her "C'mon, it isn't as bad, you would surely fit in" She ironed it, and started to get ready, and when she tried the dress, she could barely put her arm in, and this happened in front of me, so the feeling of disgust, brought with it **REALIZATION.** All I asked her was don't you want to wear this dress? This dress that your husband bought for you, on that special occasion, with all the love. Don't you love yourself as much, anymore?

And do you know what, she never went with me to the party and the next morning, started going for brisk walks.

This is what happened:

- 1) Realization of the **EXTENT of the problem**
- 2) A true picture of **how worse** things had become.
- 3) She set an **ambition** for herself (that dress).
- 4) The association of **feelings with the achievement of Ambition.**

Sometimes **we do not know how to handle stress**, because we **ACCEPT the situation as is**, and feel that a change is either not easy or not required, or for that matter keep **looking for someone, who can shake us up** and make it happen.

And many times, it's all about "getting started"!

Tell me something, aren't there many situations, when we feel we have done something wrong, terribly wrong, something **that we did not expect from ourselves?**

Many a times. Right! Now I'll share with you a very simple mantra, which would make sense to you.

Think, what used to happen when you hid your report card from your parents, or when you lied, and somebody suddenly told your parents the truth. The first thing that your Dad did was shout your name. Was it something like: "**Anshu !!!!!!!!!**"

**Come here right now!** Now we are all grown up, and responsible, and these kind of things do not happen to us anymore.

So what do we do ideally when we face a situation, where we ourselves did something wrong, or something that is not truly us.

Well, try and **call out your name, just the way your dad would have called out, if he would have known about this mistake.** And shake yourself up with that voice. And then sit back and **talk to yourself.** We all have a **stock of the right things** inside us. We all know what is right, just that circumstances and situations put us in a situation, that we are not able to follow the right thing.

So shake yourself, and counsel yourself about how to set things right now.

In short **TALK TO YOURSELF. LIKE YOUR OWN COUNSELOR.**

I have seen a couple of things work in various other situations.

- Before a presentation, Take a **deep breath**, and then another deep one, and then yet another, but remember, **DO NOT EXHALE**. And after you can't inhale anymore, **exhale through your mouth**. This would help you relieve your stress.
- People go for **long walks to think and rethink situations**. This helps them understand **different perspectives**. And hence handle stress better.
- Music helps many.
- When facing stress due to peer pressure, or competition, remember that you have to outperform "yourself". **Your success is in doing things honestly, sincerely, and better than what you did last time. Your competitor is You Yourself**. Sometimes, it so happens that when we get started to perform our best, and do not bother about others, we end up being very close to best and many a times, even The Best.
- Many a times, Confusions between people, causes stress. Remember that the best way to sort out any problem is to **TALK**, and talk **straight to the person concerned**. A one to one conversation can clear all possible doubts. The idea is: use your mind to pacify the situation, if it does not work, then do not wait any longer, just go ahead and clear the clouds as soon as possible.
- **Don't let a problem become an excuse**. Let us presume that you have to give a very important presentation, and your teacher had warned you to do something about your English improvisation, if you wished to save yourself from an embarrassment. You give presentation with lots of grammatical errors, which sad fully get noticed. Now when you meet the teacher, you explain, that you were unwell and so you could not practice English. The idea is that you have to understand that certain things in life, have to be done, when required, where if the clock strikes ahead, all you may have to face is defeat and stress, and to avoid a situation like that, It is always advisable to never make a problem an excuse.
- **Time Management** is one of the major solutions to Stress Management.
- **Effective Multi tasking** saves you from stress. If you have too many things to handle, then the obvious fact is that you would be stressed. Learning the art of **Prioritizing**, and hence tackling things as per priority would never leave you under stress.

### Are there any Optimal Stress Levels?

There is no single level of stress that is optimal for all people. All of us have unique requirements. What is distressing to one may be a joy to another. And even when we agree that a particular event is distressing, we are likely to differ in our physiological and psychological responses to it. Also, our personal stress requirements and the amount which we can tolerate before we become distressed changes with our ages.

It has been found that most illness is related to **unrelieved stress**. If you are experiencing stress symptoms, you have gone

beyond your optimal stress level; you need to reduce the stress in your life and/or improve your ability to manage it.

### Strategies for Stress Management



Effective time management is just one of many ways to keep from succumbing to stress overload. Here is a list of some other methods of stress management that you might want to experiment with to see what works best for your particular situation.

### Learn and Practice Relaxation or Meditation Skills.

1. Associate with people whom you enjoy and who support you.
2. Engage in a vigorous physical exercise that is convenient and pleasurable. Sometimes it helps to get a friend to exercise with you.
3. Don't let one thing dominate you, such as office work, relationships, jobs, sports, etc.
4. **View life as challenges to seek, not obstacles to avoid**



5. Take responsibility for your life and your feelings, but never blame yourself.
6. Maintain a reasonable diet and sane sleep habits.
7. Avoid the use of sleeping pills, tranquilizers, and other drugs to control stress.
8. Protect your personal freedoms and space. Do what you want and feel, but respect the rights of others. Don't tell others what to do, but if they intrude, let them know.

9. Find a time and place each day where you can have complete privacy. Take time off from others and pressures. Short time-outs during the day can help improve efficient functioning the rest of the day.
10. Don't drift along in troublesome and stressful situations or relationships. Take action to change rather than trying to avoid the problem. Taking chances is the key to emotional well being.
11. Surround yourself with cues from positive thoughts and relaxation.
12. Review your obligations from time to time and make sure they are still good for you. If they're not, let them go.
13. Open yourself to new experiences. Try new things, new foods, and new places.
14. When worries start to build up, talk to someone.

### Fight-or-Fight



Research shows that when an organism experiences a shock or perceives a threat, it quickly releases hormones that help it to survive.

In humans, as in other animals, these hormones help us to run faster and fight harder. They increase heart rate and blood pressure, delivering more oxygen and blood sugar to power important muscles.

There are very few situations in modern working life where this response is useful. Most situations benefit from a calm, rational, controlled and socially sensitive approach.



In short it is all about how you take it. Remember that the only solution is that you have to "fight it." You must accumulate courage enough to walk against the storm in your head and calm it down with logical reasoning. The solution to stress or any kind of difficult situation in life is to pacify it with logical reasoning answering the why of things and understanding varied perspectives. Yes, it is easier said than done, but then this is the only solution. Why, must you give in to any situation and become weak?

We do realize that many situations are beyond human control and however much you try you can not get over them, for those situations, just be patient and let time heal, but try and make an effort to "heal" time heal you faster.

Fight! And you can make it!

### Skills to Manage Stress

There are very many proven skills that we can use to manage stress. These help us to remain calm and effective in high-pressure situations, and help us avoid the problems of long-term stress.



These skills fall into three main groups:

- **Action-oriented skills:**

In which we seek to confront the problem causing the stress, often changing the environment or the situation.

- **Emotionally-oriented skills:**

In which we do not have the power to change the situation, but we can manage stress by changing our interpretation of the situation and the way we feel about it.

- **Acceptance-oriented skills:**

Where something has happened over which we have no power and no emotional control, and where our focus must be on surviving the stress.

### Self-analysis

#### How can you Manage Stress Better?

**1. Become aware of your stressors and your emotional and physical reactions.**



Notice your distress. Don't ignore it. Don't gloss over your problems.

Determine what events distress you. What are you telling yourself about meaning of these events?

Determine how your body responds to the stress. Do you become nervous or physically upset? If so, in what specific ways?

## **2. Recognize what you can change.**

Can you change your stressors by avoiding or eliminating them completely?

Can you reduce their intensity (manage them over a period of time instead of on a daily or weekly basis)? Can you shorten your exposure to stress (take a break, leave the physical premises)?

Can you devote the time and energy necessary to making a change (goal setting, time management techniques, and delayed gratification strategies may be helpful here)?

## **3. Reduce the intensity of your emotional reactions to stress.**

The stress reaction is triggered by your perception of danger...physical danger and/or emotional danger. Are you viewing your stressors in exaggerated terms and/or taking a difficult situation and making it a disaster?

Are you expecting to please everyone?

Are you overreacting and viewing things as absolutely critical and urgent? Do you feel you must always prevail in every situation?

Work at adopting more moderate views; try to see the stress as something you can cope with rather than something that overpowers you.

Try to temper your excess emotions. Put the situation in perspective. Do not labor on the negative aspects and the "what if's."

## **4. Learn to moderate your physical reactions to stress.**

Slow, deep breathing will bring your heart rate and respiration back to normal.

Relaxation techniques can reduce muscle tension. Medications or yoga, when prescribed by a physician, can help in the short term in moderating your physical reactions. However, they alone are not the answer. Learning to moderate these reactions on your own is a preferable long-term solution.



## **5. Build your physical reserves.**

Exercise for cardiovascular fitness three to four times a week (moderate, prolonged rhythmic exercise is best, such as walking, swimming, cycling, or jogging).

Eat well-balanced, nutritious meals.

Maintain your ideal weight.

Avoid nicotine, excessive caffeine, and other stimulants.

Mix leisure with work. Take breaks and get away when you can.

Get enough sleep, at least a sound one for 7 hours per day. Be as consistent with your sleep schedule as possible.

## **6. Maintain your emotional reserves.**

Develop some mutually supportive friendships/relationships.

- Pursue realistic goals which are meaningful to you, rather than goals others have for you that you do not share. Expect some frustrations, failures, and sorrows. Always be kind and gentle with yourself — be a friend to yourself.

## **7. Self control, assertiveness and positive thinking will take you a long way !**

### **Stress and Performance**

This section explains the linkage between stress and performance, and shows how you can ensure that you perform your best by optimizing stress levels.

When you all start working, stress will walk hand in hand with you. Before any assignment will come a problem, and with the problem, will come stress.

But you all must remember one thing, that stress has the ability to affect your performance in both positive and negative ways. Try and understand that with the problem is the solution. Try that stress does not let you down, rather use it for a better performance.

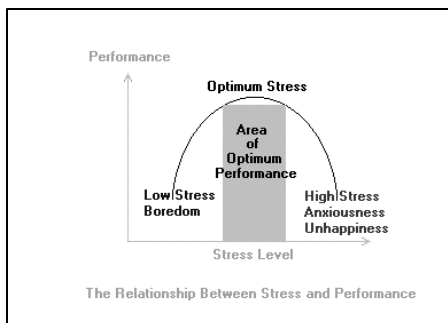


The approach to optimizing stress depends on the sort of stress being experienced:

- **Short-term stress** such as difficult meetings, sporting or other performances, or confrontational situations. Here the emphasis is on short-term management of adrenaline to maximize performance.
- **Long term stress**, where fatigue and high adrenaline levels over a long period can lead to degraded performances. Here optimizing stress concentrates on management of fatigue, health, energy and morale.

**Naturally there is some element of overlap between these.**

The graph below shows the relationship between **stress and the quality of performance** when you are in situations that impose short-term stress:



(Please note that this graph will be a slightly different shape for different people in different circumstances)

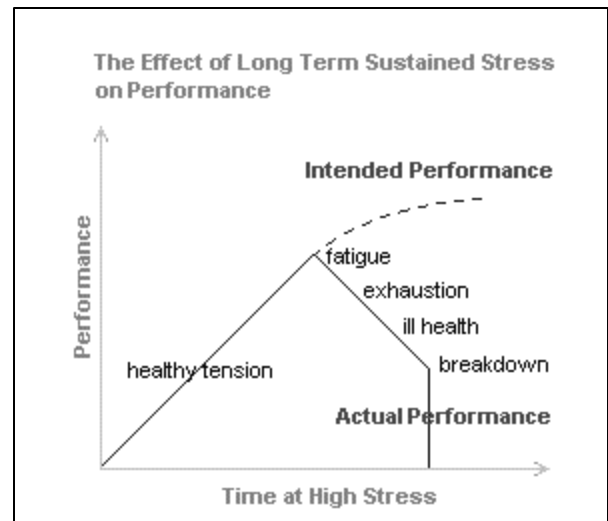
Where stress is low, you may find that your performance is low because you become bored, lack concentration and motivation.

Where stress is too high, your performance can suffer from all the symptoms of short-term stress.

In the middle, at a moderate level of stress, there is a zone of best performance. If you can keep yourself within this zone, then you will be sufficiently aroused to perform well while not being over-stressed and unhappy.

The graph below shows the way in which **performance can suffer when you are under-excessive long-term stress**:

The graph shows four major stages that you may go through in response to sustained levels of excessive stress:



1. During the first phase you will face challenges with plenty of energy. Your response will probably be positive and effective.
2. After a period of time you may begin to feel seriously tired. You may start to feel anxious, frustrated and upset. The quality of your work may begin to suffer.
3. As high stress continues you may begin to feel a sense of failure and may be ill more frequently. You may also begin to feel exploited by your organization. At this stage you may start to distance yourself from your employer, perhaps starting to look for a new job.
4. If high levels of stress continue without relief you may ultimately experience depression, burnout, nervous breakdown, or some other form of serious stress related illness.

High performance in your job may require continued hard work in the face of high levels of sustained stress. It is essential that you learn to pay attention to your feelings as well as your own stress levels.

**Remember that the bottom line is “fight or flight”.**



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