

SECOND EDITION

**A NEW CHAPTER ON:
NEUROMARKETING & THE ART
OF PROMOTING YOURSELF**



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SOFT SKILLS

PERSONALITY DEVELOPMENT FOR LIFE SUCCESS



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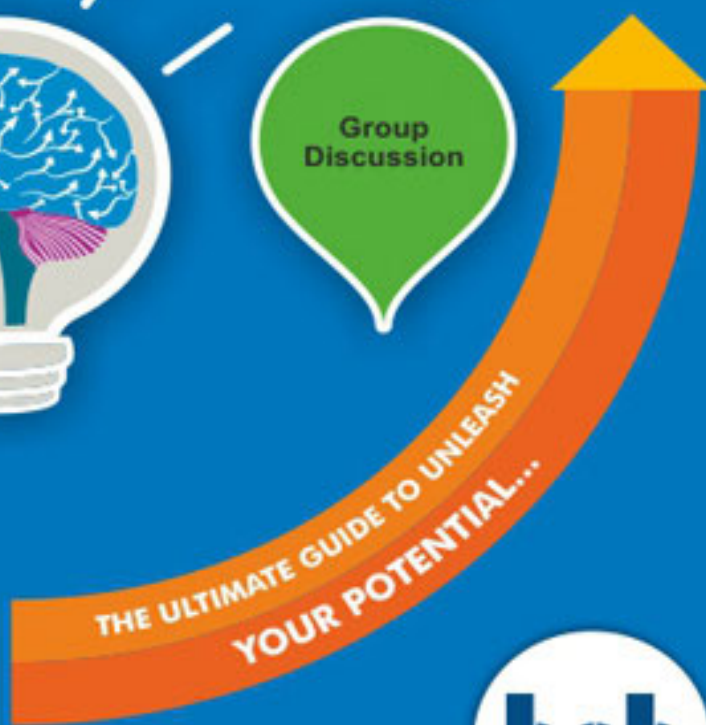
CREATIVITY



**INTERPERSONAL
SKILLS**



**EMOTIONAL
INTELLIGENCE**



Prashant Sharma



Soft Skills

Personality Development for

Life Success

by

Prashant Sharma

SECOND EDITION 2019

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Dedicated To

My Parents

My Wife & Children

My Family & Friends

The clients, Team and students

For all the people from small towns, who have the talent but lack the exposure and self-belief. I hope this book can be the catalyst for change in your life and encourage you to realize your true potential. May you all achieve the dream life you have envisioned for yourself.

Preface

Living as we are in an intensely Volatile, Uncertain, Complex and Ambiguous (VUCA) environment where 'Performance = Power', the ability of students from the current generation to communicate effectively and work cohesively has become a necessity. India has the world's highest population of youth with over 50% of the population below the age of 25. With such a huge amount of young people competing for limited jobs, the need to rise above one's peers is crucial. Competition is a way of life! Soft skills help you to beat the competition. Soft skills are the vital difference between success and failure.

According to Dale Carnegie in his book 'The Quick & Easy Way to Effective Speaking': "Business, social and personal satisfaction depends heavily upon a person's ability to communicate effectively." Despite leaps in information technology, there is no substitute for good soft skills. Despite their best efforts, due to lack of exposure and other constraints, students find that they lack these vital soft skills.

Students have a good theoretical knowledge base and learn from sound Academic books and Teachers. However, only selected few students are truly 'employable' and 'job ready' when they finish their education. While they have a lot of technical knowledge, when it comes to taking initiative or showing leadership, a majority of our students are found wanting. Lack of employability skills-specifically soft skills is the single biggest headache for recruiters today.

And the common factor in every situation? Lack of Soft skills!

Most individuals find out through bitter struggle and hardship that real world experiences are different from their academic experience. Students, especially those coming from vernacular or non-English backgrounds struggle in the absence of mentorship and guidance from Industry professionals.

This book aims to be the Professional Guide, Coach and Mentor to all those who want to upgrade their soft skills to get a head-start in their careers. The author wishes that the present generation should not wait to graduate and begin their professional journey to learn these skills. This book is designed to give all individuals the all-important personality development soft skills required by them to become successful and powerful personalities.

Written by an experienced Corporate & Industry professional and soft skills trainer who has been an executive, entrepreneur, coach and master facilitator for over 20 years, this book has been designed to be a bridge between Academic Curriculum education and the Industry. Effective Communication and Personal Development training concepts given in this book impart knowledge that is geared towards enhancing their soft skills and enabling them to develop a co-operative mindset. Through this book, anyone wishing to develop powerful personalities will be able to choose and attain a career of their choice. They will develop well-rounded personalities; attain self-confidence and an ability to successfully overcome any challenge that life throws at them.

About the Author

Life Coach, Master Soft Skills Facilitator and

Behavioral Trainer, Ed-Tech Entrepreneur

Conducted his first training program in 1996 when he was invited by the New Delhi YMCA to lead a course in Public Speaking & Effective Communication. The Times of India too has recognized this achievement.

Prashant has extensive expertise in mentoring leaders, inspiring professionals and has helped thousands of students realize their true potential.

Prashant is a First Prize Diploma holder in Public Speaking from the Nazareth's Speakers Academy, Mumbai and a B.Com from the Sydenham College, Mumbai. Upon completion of his Masters in Management from the University of Massachusetts, USA, he returned to India to be part of the Indian post-liberalization story.

His first job with the Taj Group of Hotels as Duty Manager made him realize the disparity between the soft skills of the average Indian vis-a-vis the people in the West. Prashant rightly predicted that this lack of soft skills would be a great hindrance to the employability of our Indian graduates and soon started personality development training. He has been an entrepreneur with international exposure to diverse verticals greatly adding to his knowledge and expertise. This entrepreneurial experience has helped him sharpen his sales and marketing instincts

Prashant develops and delivers his own content. His trainings are based entirely out of his extensive real world professional experience backed by solid management concepts. His programs are based on his in-house developed Learning-Internalization-Feedback-Evaluation (LIFE) Model.

He specializes in all kinds of soft skills & behavioral trainings. Prashant has conducted programs pan-India for professionals from Fortune 500 companies to SMEs to Public Sector Corporations. He is a visiting faculty at prestigious training institutions like HIPA (training IAS/IPS officers), INGAF-Min. Of Finance, SBI Gurukul, etc. Prashant has also been invited to educational institutions like Symbiosis SCHMRD, Ansals University, Subharti University, etc. as Visiting Faculty for speaking to students on the merits of Soft Skills.

Prashant is currently setting up a chain of soft skills training franchisee centers pan-India, the first of which opened in Faizabad-Ayodhya in July 2014.

A successful in-school program called SuperSkills is being rolled out pan-India. The focus is on creating employability skills and soft skills in children at the school stage itself.

Acknowledgment

This Book is the result of the support, constructive advice and good wishes of several individuals. I would like to extend my heartfelt thanks here.

To my parents Wng. Cdr. O.D Sharma a self-made towering personality and Sudesh Sharma, the best reader and learner I know. For their unwavering and support in more ways that I can count. Their tremendous faith in me has been a constant in my life. They have given me the values that shaped my personality and in turn enabled me to influence others positively. They have allowed me to live the life that I chose, to carve my own path and making me safe in the assurance that I would always have their support.

To my wife Bhavna, who literally has been the wind beneath my wings. Her brilliant psychology related inputs and perspective on life have made a huge difference in the quality of my training and writing. Putting up with an entrepreneur's timings and erratic lifestyle is not easy and for that I am grateful to her. She keeps egging me on, like a marathoner nearing the finishing line, and for her motivation, patience and perseverance and steady belief in my abilities. And for her finally understanding that the weekly off is not quite that!

To my children whose innocence has provided valuable insights into the potential of the human mind.

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For my clients and the participants of my trainings, all brilliant professionals and human beings, whose feedback and enthusiasm has been the fuel that powers my training wagon.

I also thank the Publisher and the whole staff at BPB Publications, especially Mr. Manish Jain for making sure the book took the shape that I had envisioned for it.

And finally to the Almighty for giving me the wisdom to share knowledge and ignite the spark.

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CHAPTER 1

Soft Skills: An Overview

LEARNING MILESTONES

This Chapter will enable you to:

Expert Quotes

“A person without soft skills is like an ATM without cash...Just a Machine! “

“Being male is a matter of birth. Being a man is a matter of age. But being a gentleman is a matter of choice.”

1.1 Importance of Soft skills

Do you know of a person who promises to send you an email, but never bothers to send it? And does not even apologize when you meet later? Or sat next to a smelly co-passenger on a train who insists on talking too loudly on the phone, keeps getting up and stepping on your toes? Or feel irritated when a friend just doesn't listen properly and is distracted while you speak? Or a colleague who always thinks negatively and is always a pessimist? These are just some examples of poor soft skills that we encounter in our daily lives. Soft Skills also known as Life Skills, People Skills or Relationship skills. Whatever the name, whether you are a student or a professional, it is almost essential that you have to communicate or interact in public at some point or the other. Whether it is presenting your project work, interacting with your bosses, clients or teachers, appearing for group discussions or job interviews or excelling in the real world, people from all streams need the all-important 'soft skills'.

65% of the Indian population is 35 or under, and approximately 50% of the country's population of 1.25 billion people is under the age of 25. However, we face a huge employability crisis in the country. Repeated surveys have shown that just about 7% of Indian graduates are employable. A 2015 study released by the National Association of Software and Services Companies, the Indian technology industry trade group known as Nasscom, and McKinsey India found that 50 to 70 percent of workers' skills would be irrelevant by 2020. In this scenario who will be able to get the jobs of their dreams? Who will be able to form effective relationships and networks to build their careers and live their dream lives? And if employers have an oversupply of candidates, who will make it to the shortlist of candidates? The answer: Only those with superior relationship skills, creativity skills and those who display the ability to operate in a dynamic business environment and prove themselves as team leaders will survive and that too by having superb Soft Skills.

The book enables the reader to apply the theory they are learning through books and to practice that knowledge to make correct decisions. The goal is to become positive successful professionals and better human beings. And finally, to achieve their life's goals.

1.2 Personality Development and Soft Skills

Due to the disconnect of the academic curriculum with industry requirements, it is a fact that a majority of college students and young professionals lack the communication or soft skills to succeed in the Real World. At the same time, it is also a fact that almost all individuals want to succeed in their careers and lead a fulfilling and enriching life; They want to develop their personalities! What then is Personality Development?

Personality development means enhancing soft skills, which enables you to develop a creative & co-operative mind-set, choose and attain a career of your choice, realize your life goals and finally help become well-rounded, popular individuals.

Every individual has a unique persona which can be tapped through a systematic and logically organized training schedule. People can be trained to increase their grooming, communication and leadership skills, which they can acquire and use immediately in the real world. The goal of acquiring good soft skills should not simply be to educate. The ultimate goal should be to build competency. Soft Skills helps students to acquire

leadership skills and communicate better. Students develop better inter-personal skills, which have a positive effect on their personality.

People with powerful personalities are generally perceived to be more knowledgeable and well informed than others. They develop self-confidence and a positive mental attitude. They are able to see the positive aspects of life and view problems as opportunities. They view the glass as half-full rather than half-empty.

They live an enriching life and finally build a successful career. The positive mental attitude that students attain by developing their communication skills gives them the confidence to not just become better communicators, but also better human beings.

1.3 Soft Skills v/s Hard Skills

“Having hard skills gets you hired. Lacking soft skills gets you fired.”

Hard Skills are the technical skills acquired through formal education or on the job experience.

However, Research done by Harvard University shows that 85% of job success comes from having well-developed soft skills, while only 15% of success are based on technical skills. In other words, students spend only 15% of their lives trying to acquire skills that account for 85% of their success! That in a nutshell exposes the lack of preparedness of individuals in their soft skills. Students spend their entire education learning by rote, without any idea of applied knowledge, to acquire technical skills. It is essential that the technical education imparted in the college should be given a corporate and industry oriented perspective.

1.4 Industry Need: From Campus to Corporate

Industry leaders, and corporate experts all agree on one thing: That Lack of 'employability' skills in job applicants is the single biggest headache for recruiters today. The Time and budget spent on training are only shrinking and companies now want to hire candidates who can hit the ground running and perform from Day 1! According to a report by Wheel box: 'India Skills Report 2017', these are the skills that the Industry is looking for.

It is obvious that about 15% of the skills required are related to hard skills. Soft Skills form the crucial 85%!

1.4.1 Disruptive technologies and Soft Skills

The 21st Century has brought computers and the Internet at the center of human life. Robotics, Artificial Intelligence, Machine Learning, Internet of Things are the keywords and ideas which have taken a real place in our lives. From mere concepts, these are actual realities which threaten the core of our existence: our jobs! A study, conducted by a US-based company ADP, which did a survey on employees in India found that nearly 63% of the surveyed employees expected that automation would take over jobs of people doing simple and routine work.

Case in Point: In February 2018, Amazon opened its first automated grocery store in the US called Amazon Go. This store does not have cashiers or attendants. Using AI and cameras, the shoppers can purchase what they like and leave without human interaction, and the payment is automated. This could leave almost 23 lakh cashiers potentially unemployed!

More and more companies are replacing repetitive, process-based jobs with bots and robots. This means that jobs which were hitherto considered the domain of humans are being done by robots. For example, automated processes may soon replace the kind of work software developers were performing for foreign clients, which involved maintaining software by occasionally plugging in simple code and analyzing data.

Case in Point: Insurance firm Fukuoku Mutual Life Insurance, Japan is making 34 employees redundant and replacing them with IBM's Watson Explorer AI

Case in point: Fabric and clothing brand Raymond recently said that it was on its way to replace 10,000 of its employees with robots over the next three years, according to an article in Trax.in. This makes up for 33% of its 30,000-strong workforce in the country.

A study conducted by World Economic Forum called 'Future of Jobs', Lists interpersonal skills like sharing, collaboration, creative thinking, team integration and negotiation as crucial for humans to beat the competition their jobs posed by Computers and Artificial intelligence

1.5 The Most Important Soft skills required for Life Success

We all want to develop our Personalities. But which aspect of Personality should we focus on? The answer lies in a holistic development covering the four pillars of Human development. These 4 pillars are: Physical, Mental, Spiritual, and Emotional.

A good personality development program is a 360-degree learning program that helps an individual to become happy, confident and eager to face the challenges of daily life with a Smile! Persons with dynamic personalities are able to thrive in an atmosphere of discussion and debate on a variety of subjects which helps them to speak more confidently on a wide range of subjects.

While there are innumerable soft skills, the book has highlighted only those soft skills that Corporate experts, Business Leaders, Entrepreneurs and Leading Management thinkers have thought as crucial to Professional and personal success.

Mastery of these soft skills is shown below and detailed in the book will lead to Personality enhancement.

Graphical Representation of these all-important Soft Skills:

1.6 How to develop soft skills

Lao Tzu said: "the journey of a thousand miles begins with a small step."

People from all vocations and all professions should aim to develop their soft skills. Doctors should display empathy and kindness in dealing with sick patients irrespective of their workload. Lawyers should develop the ability to be non-judgmental and display lack of prejudice when dealing with their clients. Engineers and other people employed in technical fields must develop the ability to look beyond their numerical ability, tools and systems and develop inter-personal skills and the ability to get along with others. Those employed in the service industry need to display positive body language and perfect etiquette and professionalism. Students should become better listeners and develop relationship skills with their peers and teachers and parents. Even homemakers need soft skills to maintain an atmosphere of peace and harmony in their households.

However, the fact remains that acquiring soft skills is not easy. It is not an event that takes place all of a sudden. It is not a pill or medicine that one can take. Instead, acquiring soft skills is an on-going process of self-improvement and self-management. Our education system has drilled in us the ability to work within a structured system. However, in the real world, the ability to think out-of-the-box is crucial for success.

So, let's begin the process of developing soft skills without delay! The first step is the hardest.

Based on the author's long corporate and business experience, here are some easy ways to acquire soft skills. The book will elaborate on the most crucial soft skills that the reader should study to develop a powerful personality:

Read : Reading newspapers, blogs, articles and books. Don't just think of reading as a simple act of reading. Treat reading as if you are having a cup of tea with an expert. And that expert (the author) is giving you all the wealth of experience in a short time and helping you to avoid costly mistakes.

Observe : learn from others' experiences. Don't repeat their mistakes.

Write : Write down anything that inspires you. A habit, a gesture, an act that you observe in another person or in a movie, TV, real life, just about anywhere.

Listen : to others, especially elders or more experienced people. Listening involves not just one's ears, but you need to listen with your entire mind.

Appreciate others: Complement them on their achievements. Appreciate life and its gifts. Be thankful for the present and hopeful for the future.

Act : Don't just think, act now! Take the plunge and fight your inner demons. Conquer your fears.

Speak : to an expert about any issue or problem in your life. Learn to be more open about your feelings and share your thoughts and in return you will receive a wealth of information from others.

Internalize soft skills : The soft skills so acquired should become part of your basic nature. You should act and appear and practice the habits so acquired. These should not appear artificial else you will be called a 'fake'.

Train yourself in soft skills : For eg. if you are scared of public speaking, take a professional course. Explore online programs if distance or cost is an issue. Steven Covey in his book: ' The 7 Habits of Highly Effective People' talks about acquiring a habit: 'Sharpen the Saw'. This means keeping your skills active by constant training and staying ahead of the curve. The training needs to be an iterative process, which means that through continuous contact programs and re-training sessions, the learning remains fresh and relevant.

Remember: Soft skills are not in-born! Soft Skills can be acquired by training combined with Practice.

1.7 Government push for skill development

According to the Labour Bureau's fifth employment-unemployment survey, 2017, 13.2 percent of job seekers between 18-29 years of age, did not manage to find employment. This is higher than the previous survey done in 2013-14. In fact, it is much higher than the national average of overall job seekers.

The bottom line is that for India, creating employment opportunities for the young age group is crucial.

According to the 2011 census, close to 28 percent of India's population were between 15 and 29 years old; that's roughly 33 crore people. The ability to create appropriate jobs will decide whether the huge youth population is a huge opportunity for India or a demographic disaster.

In this scenario, the Government of India is giving a massive push to impart employability skills. 22 skills identified by the industry based on their needs have been identified. Based on a PPP- Public Private Partnership model, Skill India is a campaign launched by prime Minister Narendra Modi on 15 July 2015 which aims to train over 40 crore (400 million) people in India in different skills by 2022.

1.7.1 Global Perspective:

India has entered into a partnership with UK under this programme.

US based IT giant Oracle on 12 February 2016 announced that it will build a new 2.8 million sq. ft. campus in Bengaluru. This will be Oracle's largest facility outside of its headquarters in Redwood Shores, California. Oracle will launch an initiative to train more than half-a-million students each year to develop computer science skills by expanding its partnerships to 2,700 institutions in India from 1,700 at present.

Japan will set up six manufacturing training institutes in rural areas. The plan is to train 30,000 people over 10 years in Japanese style manufacturing skills and practices. Japan-India Institute of Manufacturing (JIM) and Japanese Endowed Courses (JEC) in engineering colleges will be designed by Japanese companies in India. A cooperation between the public and private sectors would be established for this purpose responsibility.

The SANKALP (Skill Acquisition and Knowledge Awareness for Livelihood Promotion Programme) aims at providing job-ready training to 350 million Indians. Apart from this, the government would set up 100 India International Skills Centers that will conduct advanced courses in foreign languages to help youngsters to prepare for overseas jobs.

There are many other such initiatives in the pipeline. Visit the Skill India website for more details or visit a skill development center in your area to see how you can upgrade your skills.

Soft skills form a backbone of these initiatives with the partners to encourage them to develop soft skills along with technical skills.

However, we cannot wait for the benefits to trickle down the channel. The responsibility for developing soft skills remains with the individual.

1.8 Summary

It's a very competitive world out there and only the truly motivated and driven individuals will be able to get ahead of the pack and beat the competition. This is because when it comes to choosing between two equally technically qualified individuals, soft skills are the differentiating factor between success and failure. Soft skills are the backbone of life success. Without soft skills, Personality development is not possible. The book demonstrates how the reader can acquire Soft Skills to overcome setbacks, challenges and economic headwinds with determination and courage. How even a person with limited exposure and limited means can become the personality that everyone looks at and says Wow!

Whether you realize it or not, your mind has a secret invisible board. On one side is written the letters PMA (Positive Mental Attitude) and on the other the letters NMA (Negative Mental Attitude) is written. Soft skills help us to focus on our strengths, the positives and work on eliminating the negatives.

Soft Skills give rise to a positive attitude that naturally attracts the good and the beautiful. Your success, health, happiness, and wealth depend on how you use soft skills and develop a strong and impactful personality!

Business is not just done B-to-B or B-to-C. Professional success results from P-to-P (People to People)

Knowledge Check

Case Study

"You are a failure! You will never succeed in life" shouted Sudhir's father! "Get out of my house!" His mother pleaded with her husband to be soft on their only son, but he wouldn't have any of it. "I never want to see your face again."

Sudhir hung his head in shame and sobbed silently. Realizing that his father would not relent this time, he picked up his bag and left the house with

his mother sobbing behind him. Not having anywhere to go he went and sat in the nearby bus stand when a car stopped by. It was Rahul, his close friend, a rising star in his MNC job.

Rahul an IIM-A graduate asked him: "Hey long time no see my friend! Where have you been?" Sudhir tried to hide his face but Rahul insisted that he sit in the car.

"What happened" he asked?

Sudhir said, "my father caught me drinking during the day again. I was fired from my job due to my alcohol problem and was depressed. I was never successful at what I did in life and look where it has brought me. I don't have any future. Whatever, I have tried my hands on-business, work, relationships, I have been a failure. I don't know what I should do? The future looks so bleak."

Rahul said: "Success? Do you know what success is? Just because you experienced some failure early in your life, you got scared. You ran away from adversity and failure. You couldn't accept challenges. That's why you are in this state. You know I can tell you so many things about success if you will listen."

"Surely" said Sudhir, "I want to know."

Rahul said. "Let me tell you about successful people:

Seven Habits of Highly Successful People

"That's all fine" said Sudhir. "But what about at work? How do I get successful at work? I never seem to hold on to a job. I don't seem to have a goal in mind. Look at you! We started our careers together but look where you have reached. I feel like a loser."

Rahul said: "There are seven habits of highly effective people, especially helpful for one's corporate career.

The Seven Habits (excerpts from The Seven Habits of Highly Effective People, Covey)

Asking the Right Questions

Rahul continued: "Why can't I get a job?" "Why am I always so broke?" "Why can't I have better relationships?" These seemingly valid questions can cause difficulties in your life and your success. If you want to get a job, make more money, lose weight, or achieve any other worthwhile goal, it's time you start asking better questions.

A much more effective strategy is to ask solution-focused questions. Instead of "Why can't I get a job?" the following are much better questions because they lead directly to solutions:

What can I do to make a positive and lasting impression during my next interview?

What would I have to do to get a job in the next 30 days?

How can I become more qualified than any of the other candidates?

What other skills do I have that I can emphasize that will make up for my lack of experience?

What five things can I do to stand out from the 100 other applicants?

Can you see how asking these kinds of questions will lead to dramatically different answers and results?

Asking "What can I do to get a job?" versus "Why can't I get a job?" isn't just a play on words or the latest pop-psychology trick. It's an effective strategy to solve a problem because when you start asking solution-focused questions, you tend to start finding solutions.

Successful people ask solution focused questions. You too must do the same Sudhir!”

Rahul said: “I know whatever I am saying, you will forget very soon. I will tell you one trick to remind you of the solutions and things we have discussed today.

Trick: Wear a rubber band on your wrist. Every time you ask a problem-focused question, give yourself a snap and rephrase the question. It might take a few days or even weeks to break the habit, but before long I guarantee that you will have a bruised wrist and a lot fewer problems.”

“Wow”, said Sudhir, “I will do this immediately! I feel good already. I am going home, and apologize to my parents. Then I am going to call my old boss and request him to give me one more chance.”

“Keep me updated on your progress” said Rahul. “All the best. Remember: If you really want to do something, you’ll find a way; if you don’t, you’ll find an excuse.”

Applied Knowledge:

Build Your Vocabulary

Learn and use the Words and Business phrases used in this chapter to improve your Spoken English Skills:

CHAPTER 2

Emotional Intelligence

LEARNING MILESTONES

This Chapter will enable you to:

All feelings are like tools in your hand, to create a monument called Life

It isn’t the mountain ahead that tires you - it’s the small stone inside your shoe.”-Robert Service

Winners don’t have the best of everything...They make the best of everything – Anthony Robbins

2.1 Essentials of Emotional Intelligence

Emotional Intelligence (EI) is a type of social intelligence and the ability of individuals to control their own emotions and use this to recognize and guide others emotions and actions. EI is a collection of emotions, skills and characteristics that drive performance and success. EI simply means to use emotions intelligently according to your advantage.

The knowledge of EI is extremely essential as it is now clear that technical skills alone cannot provide professional and personal success. High EI is a great predictor of high-performance. There is a direct link between EI and earning potential.

People with high EI make more money on an average than others.

Research done by Harvard University and The Carnegie Foundation showed that 85% of success comes from Soft Skills. A person’s knowledge of their domain accounts for only 15%!

The study of EI was a result of a problem that challenges almost everyone: Why do people with the best education and technical skills and knowledge often fail in their jobs? And how is that some people who appear ‘average’ or even mediocre, can end up becoming such great leaders and managers? The answer was that these average people had a high degree of Emotional Intelligence that enabled them to influence others.

Mahatma Gandhi was a lawyer with average legal skills. His first public speaking opportunity proved to be a disaster in court and become the father of our nation! Everyday common people in pressure situations become heroes. While they go forward and tackle situations head-on, others shrink with fear or shy away. Different strokes for different folks: All depends upon their EI.

Case in Point: In the business world, we have seen great startups like Apple & Uber being built by single persons, from scratch. Steve Jobs at Apple and Travis Kalanick at Uber are examples of positive thinking entrepreneurs with a huge intellectual capacity who built billion-dollar companies due to their sheer tenacity and brilliance. However, both of them had to be removed from their own companies. The boards of companies that they owned asked them to leave due to their poor people skills. Although they had great IQs, but they lacked EQ. Travis has admitted his failure in developing EI and admitted to taking professional help by coaches and mentors to develop his EQ.

Day after day, we encounter fights; conflicts and misunderstanding between people everywhere. And these conflicts are resolved by people who we perceive to be leaders. Leaders with EI. When you have high EI, it is far easier to solve complex problems, deal creatively with challenges of an ever-changing, dynamic environment.

In our pursuit of gaining the best education and intellectual knowledge, we put in the same effort to develop EI. In our desire to acquire soft skills and develop dynamic personalities, it becomes more important to develop EI. We need to have a High Emotional Quotient (EQ) along with a High Intelligence Quotient (IQ).

Egon Zehnder, an employment search company, analyzed 515 senior executives and found that those who scored high on their EQ were more likely to succeed than others

Another study of 130 executives revealed that there is a strong correlation between how well an individual handled personal emotion and how others formed relationships with them

2.2 Intelligence Quotient (IQ) or Emotional Quotient (EQ)?

For all practical purposes, we have 2 brains, or 2 minds. One brain is the rational brain and the other brain is the emotional brain. Both Rational brain (IQ) which gives rise to reason and the emotional brain (EQ) which gives rise to gut feeling are important, they need not be mutually exclusive. In other words, a person needs both IQ and EQ to develop their personalities.

The New Paradigm urges us to harmonize head and heart – Daniel Goleman

However, there are fundamental differences between the two and hence the consequences arising from both are different. A student who tops the university in math may find that number crunching in a regular investment banking job, as a financial analyst is not their cup of tea! That student with high IQ who could crack mathematical equations in their sleep, is now unable to compile basic reports on time. They cannot work in teams, unable to think out of the box and insist on applying theoretical concepts to solve basic human relation problems. They are unable to get along with their bosses and constantly let their teams down. What use then is their high IQ?

Case in Point: Often we meet friends from school who were the school toppers. Our parents would give us examples of those students' ability to get good marks. You however, played sports, participated in extra-curriculars, travelled with your parents visiting new places. However, now after meeting them, you realize that those toppers' personal growth has been unidimensional. They are good at mugging up books. But when it comes to applied knowledge, you are far superior. And this shows itself in the lack of their professional growth. In the pursuit of getting good marks or coming first in class, they lost sight of learning. Cramming or learning by rote replaces an understanding of the basic concepts. Hence, while you are chosen to be in high-profile teams due to your EI, your old school friend's IQ has proved to be of less importance

Does that mean that IQ is unimportant? Not at all! The theory and technical skills that account for 15% of our future success is an important and necessary step towards passing entrance and competitive exams. Exams are used as a filter to separate high IQ individuals from others. If one is not part of the successful pool of candidates, there is little chance then of getting more opportunities. Cracking that entrance exam is essential way to go to acquire & display EI: Soft skills that will account for 85% of your success.

2.3 Components of Emotional Intelligence

While EQ as a concept had been proposed earlier, it has been brought into focus by Dr. Daniel Goleman in his book Emotional Intelligence: Why it can matter more than IQ . A link to the audio book has been given at the end of this chapter and readers are well advised to listen it with attention, before beginning their journey towards acquiring soft skills.

Goleman researched that EI, rather than cognitive ability was the reason for 90% of the difference between star performers and average performers in companies. As a result, he has proposed a group of five skills comprising of Emotional Intelligence that can take average professionals to the next level of greatness:

These 5 components can be grouped under 2 different clusters:

2.4 Applying Emotional Intelligence at Home and Work

A. Personal transformation skill sets involve first focusing on self in order to influence others.

1. Self-Awareness

It is the ability to be honest with oneself and identify, understand and evaluate personal feelings. To have a depth understanding of one's emotions, feelings, values and needs.

Self-awareness is concerned with knowing about your own state of mind and capabilities, preferences, resources, and perceptions.

As you become more self-aware, you are able to be in better touch with your own feelings.

People with a heightened self-awareness are neither pessimistic nor overtly optimistic. Rather, they are candid with themselves and with others, at work and at home.

Self-awareness is directly related to Self-Confidence

People with strong self-awareness:

Case in Point: Radhika is the daughter of a self-made wealthy businessman with deep connections. Her father forced her to study Commerce. He wanted her to be a CA, something he never could. She graduated and after her B. Com her father got her a job as an Articles clerk at a Big Four accounting firm. In her vacations, prior to her joining, Radhika did a lot of soul searching and realized that accounting is not to her interest. She just couldn't imagine a future working with figures, finances and numbers. Instead, she found herself excelling at Art. She spent the vacation going to art galleries and studying the works of the Masters. She explored Post Graduation programs in Design and finalized one. She revealed her plans to her parents who were very angry and disappointed! They did everything they could to force her to change her mind but she stood steadfast. She went on to study Art and Design and today she is the leading Art Historian in her field.

1. Self-Regulation (Also known as Self-Management)

It is only human to feel angry, sad, lonely, happy, joyful, hopeful, etc. On any given day we experience a multiple emotions. We cannot go away with emotion. However, there is much we can do to manage our emotions. This is called Self-management. Regulating oneself involves being a master of one's own mind. Rather than being a hostage to our emotions. Taking control over fear, anger and anxieties rather than them taking control over you.

Self-management is important because when people are able to better manage their emotions, they do better in all spheres of their lives.

People who are good managers of their emotions:

Case in Point: Aditya Kumar, a manager has entrusted an important client presentation to Yusuf who he feels is ready for such an important task. On the day of the presentation, Yusuf gets very nervous and makes various errors and delivers a mediocre presentation. The client leaves without a promise of a sale. Aditya in the past has displayed extreme anger by kicking chairs and screaming and shouting at the person at fault. However, he has matured as a manager and now practices self-regulation. Today, he first asks his entire team including the trembling presenter to leave for the day. He then closes his eyes and takes 10 deep breaths. He then proceeds to write a mail to the client acknowledging gaps in the presentation and explaining the presentation pitch, without making excuses for his team. He does not send the mail immediately, instead sets it for auto sending the next morning at 9 a.m.

He then switches off the lights and leaves for the day. The next day he meets Yusuf in his office and they go over the problems in presentation and how Yusuf can improve for the future. At the end of the day, the client writes to Aditya appreciating his honesty and care for his team.

Importance of Ethics and Values

2.2.1 A strong Value System

Those who have a high level of Emotional Intelligence also have a strong value system and a strong code of ethics.

Values are a set of beliefs because of which we behave in a particular manner. For example honesty, integrity, respect, professionalism, reliability are values that help us to admire a person as a great professional!

People with a strong set of values:

Case in Point: A person who believes in Respect for women as a value, will never put himself in a position where he gets accused of sexual harassment.

metoo

Case in Point: Shaarav Singh is a newly appointed Team Lead, He is now managing a team of 4 software engineers. The project deadline is coming close but he finds that his team members are not punctual with their work. He shouts at them, threatens them, gives them warnings, but nothing seems to be working. Then one day his manager asked him what time he himself reported to work daily? Shaarav was shocked when he realized that he himself was oversleeping many days and then making excuses just because he thought as a Team Lead he could come late. But what he didn't realize is that his team was simply observing his unpunctuality and following the same set of values.

2.2.2 A strong code of Ethics

Ethics are the set of rules that govern the behaviour of a person. How people behave in times of stress, temptation, anger, opportunity are determined by what are their ethical beliefs. Ethics determine a person's integrity. How sincere a person is in his/her job or performance is a function of integrity.

Integrity is doing the right thing when no one is watching

Ethics determine what is right or wrong in an organization. What is acceptable and what is not? It demands a high level of self-management.

Case in Point: OftenSoft is a fast growing IT/ITES company. Since its head office is located in a location very far from the city, it started a policy that allows its employees to work from home (WFH) any 7 days of the month. After a 6 month review it was found that the productivity went down by 25%! Projects were being submitted late and most employees very often unavailable for calls and meetings.

Their HR manager resigned and joined another IT company called GlobalLife , located close by. He was amazed to hear that the employees of GlobalLife had 10 days of WFH! Here we go again he thought! . Same old problems. But he was further amazed when he saw the figures. Productivity was actually up and clients satisfaction rate was very high. He enquired from The MD. The MD told him that before they implemented the WFH policy, they ensured that all employees agreed to a code of ethics and conduct. This code of ethics mentioned that employees must be available and work at home in the same manner as they would if they would on campus. Timelines and commitments must be adhered to without compromise in the levels of professionalism.

Due to this strong code of ethics, the employees were able to work from home and yet gave their best output. A win-win for all.

1. Personal Motivation

When the going gets tough the tough get Going

Motivated People are natural Leaders. They don't wait for life to happen to them. They actually do something to make their lives better. And in this way, they make others' lives better too!

They are driven to achieve beyond their own expectations- and others expectations of them. They set the bar higher and higher each time, breaking their own records.

The thrill of achievement drives them. The excitement of doing something path breaking, something innovative, having the courage to change something which drives them. Motivation comes from within but it forces the person to act! Traits of motivated people are:

Case in Point: Col. Sanders had an idea to make fried chicken using his own recipe. At age 65 he was said to have been rejected by almost 1000 banks to fund his idea. Armed with the belief that he could make the best fried chicken in the country and just \$ 105 of social security in his pocket he was motivated and started a movement called KFC which has got more than 18000 restaurants in more than 100 counties today!

Case in Point: Ray Croc was a travelling salesman who kept getting rejected by restaurant owners for his milkshake machine. However, he didn't give up and kept travelling across the country trying to sell his gadget. On one such sales call he came across an outlet run by two brothers called MacDonald's. He was hooked by their idea of an assembly line approach to fast food and wanted to take their franchise but they kept refusing him. Finally, he convinced them and started MacDonald's all over the USA and eventually around the world. Today MacDonald's needs no introduction. All because of one man who was motivated enough to believe in his idea.

B. Social Skills and Social awareness

This component involves using one's emotions for guiding and influencing others to admit your point of view. Once we accept and understand others and their emotions, we are able to jointly contribute to the development of our society and consequently our country. The characteristics of socially aware individuals are:

1. Empathy

Become the kind of Person who spreads sunshine and joy wherever you go! NOT whenever you go.

Empathy is perhaps the most visible characteristic of emotional intelligence. People with empathy are able to put themselves in others' shoes. Feel their pain, anxieties, insecurities, anger, joy, whatever they are feeling. Not just feel, but also take action to address those feelings. That is empathy. Empathy involves hearing 'unspoken' thoughts of others and pick up their emotional cues.

A professional who shows empathy is rarely caught off-guard when the emotions of the team boil over. When there are fights and escalations and discord, the manager is able to solve these conflicts by showing empathy.

People who show empathy are good business leaders, get prominence in society, and become effective parents and role models who understand that personal success and group success are inseparable.

However, empathy does not mean always accepting what others say. Rather, empathetic leaders consider others feelings to make intelligent decisions, not emotional ones.

Case in Point: Bala, an IT Manager who was extremely good at coding. However, in his appraisal, he always received feedback that his style of working was very 'cold'. His team members felt that he was not very approachable and receptive to their ideas and suggestions. He would show visible irritation if anyone of his team members asked for leave or were late in submissions.

After his last appraisal the HR Head called and advised Bala to develop more empathy. He tried to be empathetic but it appeared artificial and fake to him. He just didn't know how to connect to his team.

He voiced his concerns to the HR Head who asked him to do a simple exercise at home for 7 days:

Switch on the TV. Put on your favorite show. Turn off the sound and watch it to see if you can identify the expressions, moods and nonverbal clues of the actors. All this on silent mode! Try to follow the story and guess the dialogue just by watching their expressions. After a week, Bala reported that he was able to follow the story and make out what the actors were saying. Now the HR Head told him to do the same activity with his team. Watch out for their body language and non-verbal clues. And incredibly, he could pick up so many emotions just by watching them from far. He developed empathy for them by understanding what they were feeling inside.

Traits of empathetic professionals are:

1. Social and Relationship Skills

Relationship skills are 'People Skills'. Also known as Social skills. It is the ability to get along with others in teams at work or in personal life. It's not just about being friendly or nice to people. Rather, it is friendliness with a purpose in order to get a defined result. Social skills are a sum of all other components of Emotional intelligence. People who are good at self-awareness and regulation can control their own emotions and motivate themselves to empathize with others. This leads to them being good listeners and good sounding boards for others. They are able to help others by understanding their needs. People with good Social skills display the following traits:

Case in Point: Kabir is a competent and popular employee. Just 2 years into his job, he is known for his helpful nature. His team leader Noor is very happy with him. However, she feels that Kabir lacks initiative and needs more push than the others. This is preventing Kabir from getting promoted. One evening before leaving he sees Noor sitting at her desk looking worried. He asks her if all's well. She replies that her boss has asked her for a feasibility report on a new technology by next day morning and she doesn't even have an idea about it. Kabir switches on his laptop and sends her a detailed file on the technology. It is complete as a report in almost all respects, Noor is stunned. She asks him how he had it? Kabir replies that

he spends the time commuting on his way to home and to work surfing tech blogs and is very aware of the latest technologies. A friend of his who is a consultant shared this report with him and told him to do the same. Noor makes a few changes and send it to her boss. She is very thankful. But more importantly, she now views Kabir in a new light. The fact that he keeps up to date to update his skills is a huge plus in his favor along with the fact that he selflessly shared the information with her, which made her look good. Kabir is now on the fast track!

2.5 Ways to improve Emotional intelligence

All of us possess Emotional Intelligence. However, having a higher degree of EI than others enables them to get ahead in Life and become leaders. However, Life Success lies in constantly learning new ways of developing EI. Through organized training coupled with practice and the experience of EI can be learnt. Becoming emotionally intelligent is a journey that starts and ends with the self. The process is tough as it takes experience, effort, time and commitment. But the benefits of developing EI is well worth the effort. The relationships and goal achievement that results make the entire journey of EI wonderful.

Here are some easy and practical ways to develop EI:

2.6 SUMMARY

EI can be developed at any stage of life, helping one to lead a life of joy and success. But first you must accept and understand through introspection and looking within why I have a particular standpoint to particular stimuli and then accept the need to change that viewpoint for better results.

Once a person realizes that success is being blocked by his or her own attitude and not the subject, slowly but surely there is a change in thought: The personality changes from 'lose in some situations' to 'win in all situations'. This is what the world calls a 'well-rounded personality' or 'all-rounder'. It is never too late to develop EI. Rather acquiring new skills and developing your EQ is a lifelong process. Remember, leaders in all spheres of life and other legends have won many victories purely due to a high level of Emotional Intelligence

Knowledge Check

Get Ready for the Real World!

Plane journeys have become a part of life. You see all those planes? Do you even know who invented the plane? Ever think about which crazy person thought they could fly all around the world, when even cars were rare?

The story of aviation is a story about a simple idea conceived by two young men who did not even finish high school. They were not scientists or PHDs or great intellectuals in the true sense of the word. In 1878, Wilbur and Orville's Wright's father came into the house one evening with a toy hidden in his hands, and before they could see what it was, he threw it up in the air. Instead of falling to the floor, as everyone expected, it flew across the room till it hit the ceiling, where it drifted for some time, and finally dropped to the floor. They were amazed and this sparked an idea! This simple toy made of bamboo, wood and rubber got the brothers totally fascinated. They wondered why it did not fall immediately? What were the other possibilities that arose out of this? They just couldn't get it out of their minds! This sparked their lifelong interest in making humans fly. And they finally did. Despite limited technology and funds but how did they do it?

The brothers spent many hours researching and discussing and testing their prototypes. After continuous testing and several unsuccessful attempts, against all odds and just by self-confidence and motivation and their positive attitude, on Friday December 17, 1903 at 10:35 AM, the Wright brothers achieved their dream. They flew the world's first airplane.

Applied Knowledge

Build Your Vocabulary

Learn and use the Words and Business phrases used in this chapter to improve your Spoken English Skills:

CHAPTER 3

Self-Image Management

First Impressions, Personal Branding, Self-Esteem, Social Media Presence

LEARNING MILESTONES

This Chapter will enable you to:

REMEMBER: The people who win are the person who thinks they can.

“The First Impression is often the last impression!”

If you put a small value on yourself...rest assured the world won't raise your price

Leave an Impression.... Not a Stain!

3.1 What is First Impression

First impression can be defined as the effect one has on the others due to the impact of the personality. This first impression is formed within 40 seconds of your first meeting. And lasts a lifetime! While you continue to make impressions upon people that you meet, the impact that you make in those 40 seconds in the first meeting with another person is called First Impression.

This first impression process occurs in every new situation. Within the first few moments, people pass judgment on you. This judgment may be fair or unfair. However, we have no control over it. You can never know exactly what others think about you, or how they would describe you when you aren't in the room. You can, however, draw inferences about the impression you made based on your interactions with them.

If you are lucky, people will give you direct feedback about your personality that tells you what they think about you and your persona. Other times, you may receive indirect signals about your impression, through job offers or recommendations, orders or promotions. Taken together, this direct and indirect feedback, shapes your perceived first impression.

While we don't have much control over how others perceive us, what we can do is ensure that we make the most powerful and impactful first impression. This is because once the first impression is made, it is virtually irreversible. First Impressions are extremely difficult to change.

Sometimes it can take a lifetime to alter an impression once made.

Your looks and mannerisms are just a small part of your impression. First impression means your overall projection of your personality which consists of:

3.2 Parts of First Impression

First Impression largely involves:

Personal brand and charisma

Image impact and self-management

Interpersonal and relationship skills

Executive presence

Developing Gravitas: Inculcating a magnetic, commanding personality

3.3 Types of First Impression

It is planned, when you are aware of it.

Example:

Job interview or scheduled interaction

Meeting with client or at work

Romantic occasions

Social occasions and family commitments

It can be unplanned, when you are not prepared for it.

For example, people looking at you when you are walking to office; when you are traveling; when you are shopping or eating at a restaurant, in fact any place where people around you are strangers to you.

3.4 Effects of the First Impression

Different people react differently on account of the impression you have made on them. This depends largely on your professional or social standing with them.

3.5 Self-Image and First Impression

First Impression is a function of Self-Image. In other words, how you perceive yourself, largely influences how the world perceives you. Being well dressed, well-mannered and well-groomed will have no effect if the person is feeling low or suffering from low self-esteem. A Positive self-image puts the wind in your sails! The enthusiasm and the energy that spreads create the best First Impression. Thus, Self-Image and First Impressions are closely related.

Self-image is how you view yourself, your self-worth and your abilities. It is the value you place on yourself and how you feel about life. Self-image is influenced by your self-esteem and your body image. Self-image is so strong that you can spend your entire life validating it.

Self-image is what YOU think YOU are

It is a combination of many factors: From how others have behaved with you and treat you and how you felt when you compared yourself to others.

3.6 Factors that Affect One's Self-Image

Colleagues & Peers

Friends

Mentors & coaches

Parents

Teachers

Social Media & Television

Movies

Magazines

Successes & Failures

Case in Point: Reema has grown up as a slightly overweight child. Ever since she was young, she is used to people calling her 'fat'. She has tried various diets and exercise but does not seem to be able to alter her body shape. She is envious of the other people in her office who are able to fit into smaller size, tight fitting clothes. She is acutely embarrassed of her body and thus her self-image has suffered. She has started doubting herself, her work, in fact everything she does. This results in a dip in her work performance and her appraisals also suffer. While she is obsessed with becoming thin, she has lost sight of the big picture i.e her relationship with her superiors and her attitude towards her job.

She finally meets a psychologist who diagnoses her condition and suggests ways to boost her self-esteem. Reema is now comfortable in her own

and has stopped making comparisons with others. Instead she is focusing on her job and her bosses and colleagues are very happy with her. In fact, for the first time she has been invited to the CEO's house for a get-together.

3.7 Beautiful on the inside

"Inner Beauty is as important as outer beauty"

For the exterior to shine, it is very important for the product to be perfect on the inside as well. It is not enough to spend billions on the exterior of a building if the roof leaks at the slightest rain. When a customer buys an expensive designer product, they are expecting not only the product to be luxury, but the overall buying experience to be luxurious as well.

Great designers spend equal amount of time on designing how products look on the inside as much as the outside. Irrespective of whether the customer will notice or not. Great design does not let irregularity in manufacturing or design defects slide.

Case in Point: Steve Jobs, as quoted in Walter Isaacson's biography titled 'Steve Jobs' On Jobs' father, who rebuilt cars, and held design and craftsmanship in high regard: "One of the most important things he taught Steve was that it is important to be a great craftsman, even for the parts unseen. When they were building a fence, he said, 'You have to make the back of the fence that people won't see look just as beautiful as the front, just like a great carpenter would make the back of a chest of drawers ... Even though others won't see it, you will know it's there, and that will make you more proud of your design."

Steve Jobs reportedly made Apple spend Millions to change the design on the motherboard of the Apple II because the lines were not straight!

As a customer, you and I rarely see the inside of an apple product, but the attention to detail is what makes great products.

Comparison then can be made between First Impressions and Self-Image. Whereas First Impressions are largely made on the exterior of a person, the Self-Image deals with what the person is feeling internally. Both need to go hand in hand for a dynamic personality.

3.8 Ways to make the best First Impression

Case in point: Subhash was coming out of his college washroom just before his job interview, when he saw the interview panel signal to him to come in. He quickly collected his portfolio folder, and ran his hands over his hair. As soon as he entered, the main interviewer asked him to sit down. Instead, Subhash gave him the 'fish'. In other words, he held out his wet hand which the interviewer held in a handshake. Immediately, a look of disgust was seen on the interviewer's face. He took out his handkerchief and wiped his hand dry. Subhash had shaken his hand immediately after coming out of the washroom, with wet hands! The interviewer was not happy at all. Once the question and answer session was concluded, Subhash again held out his hand, which the interviewer did not take.. It was a very awkward moment for everyone and Subhash did not clear the interview round.

Remember the 4 Cs when interacting with others:

Calm

Cool

Comfortable

Confident

This will make the others feel at ease and comfortable around you.

Case in point: Rocky is a part-time musician, looking to build a full time career in advertising. He gets his first break in an ad agency in Mumbai and soon rises up the ladder in his company. After 6 years, his company is acquired by a Korean Company, known for their traditional values. His office shifts to the Korean company's Delhi headquarters. Rocky soon finds himself in the company of others dressed in formal attire in office. He feels totally out of place in his coloured hair, torn jeans and tattoos, which were barely noticed by anyone in his old office. Others laugh at him and talk about him behind his back.

He insists on dressing in his usual manner, but finds that he is not getting any recognition at work. His colleagues and superiors don't take him seriously. But he refuses to change. Soon, he is forced to leave his job and look for another, but its not easy finding another job in the recession. He feels he should have tried to fit better into the new company's culture .

I am late....Because I started late – Winston Churchill

Speaking to make the best first impression

Remember good speakers are perceived to be more knowledgeable than the others.

Your attitude defines your altitude

3.9 Developing your Personal Brand

Personal branding is the practice of promoting yourself and your career as a brand. It is the constant process of establishing your image or impression in the mind of others about yourself. Everyone has a personal brand whether they are aware of it or not.

Your Personal Brand is what you stand for. It is the sum total of the combined experiences and impressions that you leave on anyone who comes into contact with you: either physically or digitally.

Developing a powerful Personal Brand is extremely important, as it is the gateway of making your place in society. When you develop a strong personal brand it becomes easy for people to remember you when promotions, or awards are handed out. Always remember that being low profile all the time is very dangerous to your career.

Out of sight is out of mind.

Personal branding enables you to remain in the high-profile spotlight and in your bosses minds at all times. In a competitive professional environment and crowded personal space, it is very difficult to stand out from the crowd. Your Personal Brand helps you to emerge as a First Among Equals.

People remember you positively in your absence and emulate your characteristics.

Most people want to be described as technically sound, socially skilled, of honest character and values, and committed to your work, your friends, your company and your family. Research shows that the most wanted traits are trustworthiness, caring, humility, and capability.

3.9.1 How to develop a powerful Personal Brand?

Ask yourself the question: What do I want my key stakeholders to say about me when I'm not in the room? This description is your desired professional brand.

Likewise, you might also ask yourself in another way: What would I care about that my key stakeholders might say about me when I'm not in the room? The answer to this question is your undesired professional image.

3.9.2 What are the steps individuals should take to manage their professional brand?

3.10 How to do a personal SWOT

SWOT stands for Strengths, Weaknesses, Opportunities and Threats

A SWOT analysis on oneself is an objective and sharp look inwards. Once you honestly prepare list of your strengths and weaknesses and identify potential opportunities and obstacles in your life, you can make informed decisions. These decisions help in creating the best impression and creation of your Personal Brand.

Ways to do a Personal SWOT:

Take a strategic and proactive approach to your accomplishments.

Identify your ideal state of mind.

What are the core competencies and characteristics that you want people to associate with you?

What part of your personality would you like to highlight and what part would you like to minimize?

Assess your current image, social-economic background and immediate environment.

View the environment around you from a micro and macro perspective. In other words, things which immediately affect you and things which can have an effect – both positive or negative in a few years.

How equipped are you to handle those potential situations: economically, financially, education-wise and exposure-wise?

How do others currently perceive you?

Conduct a cost-benefit analysis for your self-image change. For example, if you had to change yourself from being a very casual and free-spirited person to a very conservative and traditional person, is it worth it? Is the time, money and effort justified?

Do you care about others' perceptions of you?

Are you capable of changing your image?

Are the benefits worth the Physiological, psychological, emotional and financial costs?

3.11 Correlation between Self Esteem and Self-Image

Self-Image:

The way we see ourselves

Self-Esteem:

The way we feel about ourselves

Self-Confidence:

Belief about our ability, capability and potential

Positive Self-Esteem and Self-Confidence are very important because:

3.12 How to build Self Esteem & Confidence

“Life is a numbers game; the more times you try something the better the odds of achieving it.” It makes no different with self-confidence.

Don't give anyone the key to your happiness

When was the last time you did something for the first time?

“Be more concerned with your character than your reputation, because your character is what you really are, while your reputation is merely what others think you are.”

– John Wooden

3.13 Executive Presence

Your professional image is the set of qualities and characteristics that represent perceptions of your competence and character as judged by your key constituents (i.e., clients, superiors, subordinates, colleagues).

Leaders are appreciated for the first impression they make. Leaders that we admire have a quality which can't be seen, only felt. It is called 'Executive Presence'

A right combination of correctly managing the body and mind makes an average leader grow exponentially. Research has shown that 'first impressions is a major factor in establishing executive presence.

Whether it is presenting their results, displaying their decisions, interacting with their peers or teams, appearing for meetings or even video conferencing, all leaders are expected to be the pillars of their organization. The higher one rises, the more the need for making the best First Impression.

Good Leaders with executive presence are great communicators. They are generally perceived to be more educated and well informed than others. They develop better inter-personal skills, which has a positive effect on their personality. They make faster decisions and implement these more efficiently, set creative targets and personal goals that can be achieved on time. An increase in their self-confidence and morale leads to development of Gravitas.

3.13.1 Gravitas

Gravitas is that magic quality that inspires people to follow you. That ensures that the boundaries are not crossed. People maintain a respectable and appropriate distance from you without having to tell them.

That gives you credibility and an 'executive presence'. You either have it or don't. It can't be faked.

What then is Gravitas?

Gravitas is your personal brand. It is what separates you from the pack. Leaders with Gravitas command respect. Others demand it by virtue of their position. Gravitas has nothing to do with age. It is your mileage! It comes with experience.

Gravitas helps you to choose carefully between confidence and arrogance. Your Gravitas lifts you up as a leader where you are able to make objective, fair decisions.

People look up to you because you have Gravitas. You know when to speak and when to remain silent.

Gravitas is the ability to remain calm, composed and handle bad situations with grace and courage. Leaders with Gravitas don't often show extreme emotions.

3.14 Managing your Social Media Image

Social media is an integral part of our lives. In the day-to-day hustle-bustle, we use various forms of digital media for communication. However, since this communication is not face-to-face, many times we forget the basic etiquette, that would have applied. We start using short forms,

abbreviations, excessive punctuation, wrong tone of communication due to excessive use of social media. It then becomes more important to realize that digital communication on social media is no different from face to face.

The same rules apply on social media as would apply in normal one to one communication

Your digital footprint is the mark that you leave on different social media and websites. Comments, posts, shares, likes, upvotes, blogs are all examples of your online presence. In this digital age where friendships and popularity are measured in 'likes', it is very essential to have a clean and professional digital footprint.

Most of the hiring now takes place on-line. Whether it is Facebook or LinkedIn, Snapchat or Instagram, irrespective of the app or social media platform, people are watching and observing you. The kind of posts and material you post, your comments, your images and responses are all being noted and filed away by someone. That someone may be your next boss, your next employer, your next partner or your next investor.

And the important part is that they are forming an impression of you just based on your digital presence. In many cases, without ever even meeting you! And you may never even come to know about it. Hence it is prudent and wise to have a good digital presence.

3.15 Ways to ensure a professional and clean digital presence.

Different rules must apply when interacting on different social media platforms. Social media platforms can be categorized into:

Professional Networking Platforms (LinkedIn)

LinkedIn is not a friendship or dating or image sharing site. Remember to avoid any personal comments, images or contact whatsoever. Please keep it professional.

Use a Professional photo on Professional sites like LinkedIn. Get a proper image clicked in a studio or for a professional with a pleasant expression. Your image is the first form of contact for a person who visits your profile.

Your profile must be complete in all respects. Complete as much information asked for as possible.

The information given must be correct and verifiable. This gives you credibility and makes you appear reliable and honest.

Use keywords and power words that can help you to come up in searches by recruiters and influential people.

In the Work Experience or Summary Sections: While it is good to be honest, avoid excessive mention of failures or setbacks. Instead mention the failure and what you learnt from it.

Use a storytelling format to describe yourself and your life's journey so far.

No spelling mistakes, typos. Spend as much time as you can on proof reading and spell check as you would on making your profile.

If you want to add someone in your network, do your research on that person and then approach them. Address them properly while sending a contact request or asking for a recommendation. Send a small note along with your request and thank them once they have added you to their network.

Do not ask for a favor or sell something immediately upon being added. Relationships takes time to mature. Cultivate the person, like their posts, engage with them and then at the right time, approach them with your offer.

Try to help others if you have information or a skill that you can share. This is one of the best ways to get noticed.

Spend time on writing original posts, blogs. Appreciate other's writings and posts and you will be similarly rewarded.

Give credit where it is due. Don't share or use others posts or blogs without giving them credit.

Other Social Networking Platforms

Be smart and witty.

Post things which other people can share.

Don't post photos or material that you will regret later.

Don't be childish and immature.

Remember that your posts will be seen or shared by people who are not in your network. Someone is always watching. So be careful about what you post.

Pay special attention to grammar and spelling.

Add to others' knowledge. Add value in your posts rather than simply repeating or retweeting. Engage in constructive information that makes you look good.

Pay it forward. Help others without expecting anything in return.

Don't keep sending friend requests. If someone does not accept for a considerable amount of time, do not contact them again.

Work on remembering people's names and interests.

Find your common ground (interests, life experiences, occupations, etc.) and build upon it.

Avoid sharing information of an extremely personal nature as it can be misused.

Beware of stalking, phishing and fake news. Get familiar and use the privacy settings to your advantage.

Some situations need a personal contact. Here a meeting or phone call will be appropriate. Don't blindly use the social media for all occasions.

3.16 Summary

Your first impression is very important and you get only one chance to make a powerful impact. It is very important to be prepared and know the type of people you are going to meet or situations you will encounter. This is life and in life, there are no retakes. The same is with First Impressions.

Low self-esteem results from you having a poor self-image caused by your attitude. If you have high self-esteem you will be confident, happy and sure of yourself. Your self-image will go up and your personal brand will become more powerful. Self-esteem is therefore crucial to you and is a cornerstone of a positive attitude towards living. You can develop the courage and self-confidence to overcome any adversity of life.

Whether you are trying to build your network, grow your business, find a job, get noticed by the media, impress powerful people or simply make friends, an impactful attractive and visible personal brand is the key to success. It helps in building your reputation, integrity and credibility.

Social media is a double-edged sword. If used correctly, it can greatly enhance our self image and personal brand. And if not, it can cause permanent damage in relationships.

Knowledge Check

Get Ready for the Real World!

“Wow, what a Personality Rahil has, man! I wish I could speak English like him”, said Brijesh! “Every time he speaks in class, I just feel like looking at him only. He is so popular in college. Member of the dramatics society, so in demand with the girl crowd. The teachers also love him. “

“Yes”, said Ahmed, “I wish my parents had a lot of money. Then he could put me in English medium. I also could speak like these people in our class.”

Brijesh said: “I studied in English medium, but it was in name only. All the teachers spoke in Hindi and the one who could speak decent English was a Yoga teacher! I feel so inferior with this high-class college crowd. Ahmed said; I feel so depressed and angry that I can’t match ever up to these people.”

Just then, there was a voice behind them: Rahil said: “Guys I heard you. Do you think I always spoke like this? I too am from a similar background like you.”

“That’s not true,” said Brijesh. “You seem to come from such a privileged background.” “You think so?” said Rahil? “Do you know my parents

divorced when I was 8 years old? My mother brought me up in my village. But that's another story I will tell you. Tell me why are you guys are so sad and under confident."

Brijesh told him. Rahil heard him out and then said: "You know what? I think you guys suffer from low self-esteem?"

"Self-esteem? Low? What's that," they asked?

Rahil said: "Self-confidence: means being personally assured of one's abilities, capabilities and potential. A talented man without confidence is like a car without sparkplug'. Confidence is the psychological steroid that boosts our power. Self-esteem is a way of being, think, feel and act that implies that you accept, trust and believe in yourself.

Self-confident people trust their own abilities, have a general sense of control in their lives, and believe that, within reason, they will be able to do what they wish, plan, and expect. Having self-confidence does not mean that individuals will be able to do everything. Self-confident people have expectations that are realistic.

Even when some of their expectations are not met, they continue to be positive and to accept themselves. For many years I've been fortunate to experience and work with people who've learned the SECRET!

"But what's the point of all this" said Brijesh? "We can never become as popular as you. You speak so good English! You know how to dress, how to talk to girls. I feel so shy even sitting next to a female in class. I feel I will forever be stuck like this!"

Rahil said: "No! That's not true! Brijesh and Ahmed listen to me:

I will tell you the benefits of having a high self-esteem. When I was studying in the village, one day my uncle came and asked me some questions. I answered very boldly. He was impressed and told my mother about a scholarship that was available to village students to study in a public school in Delhi. My mother was very shy and under confident and she wouldn't go and enquire on my behalf. I by myself went to the village Head Panchayat about 3 kms away and found the details. I coaxed the headman to fill the forms for me and immediately I got the scholarship. That's how I got admission into Delhi's finest school!

Improving your Self Esteem

Ahmed said; "Rahil bhai, all that is fine but it's too late now to think of all this. We have exams and projects. So much work! We will have to start thinking of placements as well. How do we even think about our self-esteem?"

"But that's exactly my point" said Rahil: "Unless you raise your self-esteem and confidence you will not attain success. You will remain on the fringes of success. Let me tell you about the Affirmations.

Rahil said: "Every day that I felt angry, bitter or depressed or inferior to others, I used to talk to myself. I used to tell myself that I am the best. Nothing can come in my way. Gradually I started believing in myself. That is called positive affirmation.

Positive affirmations are carefully worded positive statements that are designed to establish new thinking patterns in your mind. Using affirmations is a very effective way to build self-confidence.

Brijesh and Ahmed said: "Thanks Rahil, from today, we promise that we will not feel inferior to anyone. We will focus on my strengths and try and think positive

Applied Knowledge

Build Your Vocabulary

Learn and use the Words and Business phrases used in this chapter to improve your Spoken English Skills:

CHAPTER 4

Team Building and Cooperation

Teamwork, Conflict Management and Negotiation Skills

LEARNING MILESTONES

This Chapter will enable you to:

“Coming Together is a beginning.

Keeping together is progress.

Working together is success.”

-Henry Ford

“T.E.A.M = Together Everyone Achieves More! “

4.1 Team Building

Team Definition : Two or more people plan and work inter-dependently towards a common mission.

NOBODY DID IT

There is a story about four people named Everybody, Somebody, Anybody, and Nobody.

There was an important job to be done and Everybody was asked to do.

Anybody could have done it. Nobody did it.

Somebody got angry about that because it was Everybody's job.

Everybody thought Anybody could do it but Nobody realized that Everybody wouldn't do it.

Consequently, it resulted in that Nobody told Anybody,

So, Everybody blamed Somebody.

But still NOBODY DID IT!!!

4.2 Team Building – The Key for working together

A person is introduced to the concept of Teams at very early in Life. In schools, students are placed in different 'Houses', sports teams, extra-curricular activities, etc. Every Team has its unique mission, its unique goal. However, the team members are all aligned with the same mission and with the same goal. They wear the same uniform. They have the same team song. They have similar activities. They have the same zeal to win. They are all the part of the same Team. In Higher education and professional life, teams are a fact of life.

No person can function alone. No person can claim single credit for the performance of the company or profits. This is the reason there is no 'I' in the word 'Team'. The result of individual effort is in the Team's effort.

Usain Bolt is one of the fastest ever athletes in the world, possessing multiple records. The viewer only sees his performance on the track & field when he runs for just a few seconds. But behind that few seconds of effort is the effort and work of a huge team comprising of coach, physiotherapist, nutritionist, sports scientists, sports agents, etc.

We only know of Neil Armstrong, the first man on the moon. But it wouldn't have been possible without the efforts of thousands of people at NASA.

Similarly, the Indian cricket team consists of individually brilliant members. But a spinner is dependent upon the wicket keeper and the fielders. The batsman is dependent upon the non-striker, captain, and so many other factors.

MBA Perspective

Manoj Sharma, COO of a Top 10 Insurance Brokerage Company, USA remembers his MBA days at Wharton Business School:

"Professional Colleges, especially Top MBA schools on Day 1 immediately place their students in small teams. We too were placed in a similar team. Whether one likes it or not, you were stuck with the same team for the duration of your MBA. We had to complete assignments and projects together. Every team member's performance and grades were dependent on the others' performance and contribution. This is done to prepare the student for what lies ahead in professional life. Teams are a basic reality. When we move ahead to our professional life, we are immediately placed in a team with other people. Teamwork is inevitable."

In Corporates, the teams are aligned with the mission and the vision of the company. When the entire team member performs and act in alignment, that's when goals are achieved and careers are made.

Individual performance in a company can only be noticed and enhanced when the team performs as a whole.

If you want to go fast, Go alone.... But if you want to go far...Go together!

— African Proverb

The ability to work cohesively in a team is a very important soft skill. Most Leaders look for people who can work and shine in teams. Solo players are seldom given preference. Instead, a good professional is expected to work in their teams and realize common goals. Professional success is all about going the complete distance, showcasing your skills and performing as per expectations. In such a scenario, it very important to be a good team player.

While it is true that teams create synergy, the fact is that Teams also create conflict. Fights and disagreements are part and parcel of every team. But that does not mean that we should be wary of teams. Instead, we have to embrace teamwork and become valuable team players that are the first pick of every team leader.

Case in Point: Scene from Chak De India, Yashraj films, 2007

The coach tries to integrate players from various provinces from India. However, the players who have been conditioned to think only about their

self-interest while playing for their home provinces find it hard to play as a team. Passing on the field so crucial to hockey success is a trait, which is simply absent in them. The coach is frustrated, and develops strategies to force the players to not just build a team but also integrate as a team to achieve the heights of success.

4.3 Group v/s Team

A Team starts out as a Group, but every group is not a team. In college or even at work, we talk of a particular person belonging to a 'group'. But in Professional life, the word Team is used. The reason for this is that while group members are experts or skilled in a particular task, similar to team members, group members don't always work towards a common objective. The group could consist of a bunch of people who are performing individually to complete a task. But the moment, they align themselves to a common goal, mission and vision, agreed by the rest of group, they become a team.

For example, a Rock Group may have individually brilliant musicians but they may not be able to perform together brilliantly. On the other hand, an orchestra is led by a music conductor who ensures that all the superb musicians play according to their own strengths but the end result is that the composition is played as a team, as a perfect union of instruments and vocals.

Case in Point: The Brazilian football team has individually brilliant players who play for the top clubs around the world, scoring hundreds of goals and earning millions. But when they play together as a team, the results are always not favorable. In the FIFA 2014 world cup, Brazil despite their superstar players, crashed out of the tournament losing 7-1 to Germany in a humiliating victory.

In a group the participants are individually accountable for performance but in a team, everyone is mutually accountable. The Group focus is on individual contribution while the Team focus is on Synergy.

Synergy is the magic that happens when the whole is greater than the sum of the different parts. Each of the fingers of the hand is valuable and strong but when they come together, nothing can beat the power of a fist. That is the magic of a team.

A WhatsApp group consisting of family members is simply a group that shares information. But a WhatsApp group formed by a group of people who will collectively represent their organization in a Quiz competition is a Team.

While the group has its own advantages and the advantages of a team are far greater. When a bunch of friends startup a company it results in a group of people performing various roles. When it becomes bigger in size and numbers, it becomes a team.

Beware: Individual egos and agendas can again bring the company into a dire situation where it becomes a collection of 'groups' or cliques.

Case in Point: The case of the 'Anti-Corruption Party' started up out of New Delhi: A group of socially charged and idealistic talented group of individuals come together for a common cause: Fight Against Corruption. Gradually the team increases in size, strength and aspirations. Different personalities bring in different thoughts, ideas and values. There is a clash of cultures. Some leave, some stay. However, the team has now become ambitious and lofty targets are set for the team. Whenever the targets are not met, there is dissent and disarray. The common public who spent their time, money and effort in bringing the party to power feels disillusioned. It is up to the leader then to ensure unity in the flock and to makes sure all adhere to the same vision and mission.

4.3.1 Stages in Team Development

A Team doesn't form just by chance or accident. A team is an entity that has a life of its own. It too goes through various stages of development, first proposed by Bruce Tuckman, in 1965, who said that these phases are essential and inevitable in order for the team to grow, face challenges, solve problems, find solutions, plan work, and deliver results.

The 5 Stages of Team development are:

4.3.2 How to become part of a winning team?

The process of getting people with different skill sets together to perform a common task within agreed variables is called Team Building.

Team Building is a soft skill normally associated with Leaders.

In most companies, the moment one joins the company, they are placed in a team. But how do managers decide who should be in which team? It's not enough to look for the most brilliant performers and place them together. Each member has support the others, even at the cost of personal glory. Every team member has to perform their tasks to the best of their ability but at the right time, at the right place at the right speed, within the right budget. All of which have been agreed upon at the beginning of the project. How does one become part of a winning team? Many times, we feel envious of other teams who seem to be performing so well. Those teams get praise, credit and recognitions while the others are constantly criticized.

This is what makes a winning team. What then are the attributes that winning team members have? What does it take to be become members of a high-profile team that gets the success, glory and praise that leads to professional success?

The following are some attributes of winning team members:

Trusting your Leader

Whether it is your Manager or Academic Mentor, it is very important to trust the person who has included you in the team. Their judgment should not be questioned. Keep a look out and be aware of your immediate and macro environment. Be sensitive to macro environment changes that can have an adverse effect on your future prospects. In the same way, be on the lookout for opportunities and people who have invested time and effort in getting familiar with those opportunities. Align yourself with such people and trust their decisions and timing.

Case in point : People who are shrewd investors like Warren Buffet or those can see foresee disruptive technologies like Elon Musk. One may not always agree with their style of functioning but these are the kind of people that we should align ourselves with and try and be on their teams so that we can learn from them. People who bought into Mark Zuckerberg, Jeff Bezos or Larry Page or Bill Gates's vision are billionaires today.

Place your faith in the Leader and it will be reciprocated

Agreeing with the Team Vision & Mission

It is very essential to ask for norms and rules that the team will follow. If the leader has not made it clear what is the mission, goals and targets of the team, the team members should demand that a common charter be made and followed.

This is a very important step for showing initiative and get you noticed in the eyes of your seniors.

Adding Value to the team

Remember that no one wants to carry another person's weight. If you are not adding any value to the team then you are as good as deadwood. You have to pull your own weight and in many situations carry double that weight. Whatever, the project or circumstances demand, a good team member is always valuable and adds something that is missing or lacking in the team. This ability of the missing link is invaluable for corporate success. Find out what the team lacks or wants, and align your talents and skills to that need.

Once there is perfect fit in what you have and what the team wants, you will find yourself thrust into leadership.

Taking Ownership of the problems

Taking ownership means owning up to your responsibility when the need arises. Mediocre professionals pass the buck and do not want to take any responsibility. This 'not-my-job' attitude is not appreciated by anyone. A good team player not only takes ownership but also makes them accountable for the outcome of that task. Whether success or failure, good team players makes sure that they are held accountable for realization of the team's success.

Ownership ensures that the Team leader knows they can rely upon you in times of trouble and will always remember and appreciate this about you.

Communication & interpersonal skills

The ability to communicate is probably one of the top attributes of every team member and on the wish list of every team leader. Giving and receiving timely feedback with grace and politeness is a key skill in management. Respecting other's opinions especially in meetings, Listening and other interpersonal skills are invaluable to pick up and recognize potential conflict situations. There is classic quote by Steven Covey in his book 7 habits: "Seek first to understand others before you seek to be understood." Communication helps a good team member to do that.

Communication skills help you in being proactive rather than reactive.

A Positive Attitude

Once you are part of a team, then channelize all your efforts in being the best team player. Don't get involved or caught by in politics or negativity. Approach each day and each task as if it is the day that you will get evaluated and assessed on. Don't waste valuable time and energy in complaining and indulging in backbiting. Every team leader wants a positive personality in their team who help in coming up with solutions rather than being part of the problem.

There are 3 options for every team member: Accept the situation as it is, Improve the situation or leave the situation. Be willing to make things better for all.

4.4 Have meaningful relationships with your family & friends

When we speak of Teams, we normally think of teams at work. However, teams should not be viewed simply from the professional lens. Relationships with our friends and family are also examples of teamwork. A family set up of parents, grandparents, relatives and children all are part of a family team. Friends and acquaintances come together to foster lifelong networks, which are also teams.

However, in this hyper social media age where a few hundred 'likes are taken as examples of popularity it is very essential to lose sight of who actually constitutes a true team member. Who will be there with you in your times of need? Likewise, if one points the needle inwards, are we model

team players for our friends and family? Are we working with them on a common mission: be it friendship, or relationship?

Once we understand this, working in teams at work becomes easier and more enjoyable. The same principles of cooperation and companionship apply at work and beyond. Success results for those who are able to be dependable team players in whatever situation: challenging or happy, professional or personal.

It is very essential to foster teamwork in all aspects of one's everyday life.

Here are some ways in which we can become super team players with our friends and family:

Tip: When you feel yourself getting angry: lie down. It is almost impossible to remain angry while horizontal. Or if you can't lie down, then lean back on your chair.

4.5 Conflict Resolution - Making conflict work for You

Personal or Professional teams are often a source of conflict. When different personalities come together there are clashes and confrontation. Fights, escalations and disagreements are all part of teamwork.

Conflict should not be confused with anger or fighting or hostility. Conflict is a difference of opinion. It happens when there are divergent views on the same situation and when two or more people cannot agree on a common solution. The same people with, who are best friends and ideal members, now appear like enemies. That's due to our past experience with conflict, most of which has been negative.

It is a fact that conflict cannot be avoided. But conflict can certainly be managed and resolved. But is all conflict bad. Should conflict be avoided? Or can we learn from conflict and use it to our advantage.

The following are the key benefits of conflict resolution:

4.6 Ways to Resolve Conflict

“Everything is Negotiable. Just Try! You don’t get anything unless you ask for it”

4.7 Importance of Negotiation Skills

Research shows that managers /leaders spend up to 25% of their time negotiating and resolving conflicts at workplace. Therefore, the success of employees and the organizations rest heavily on developing effective negotiating skills.

The following illustration highlights the benefits of a good negotiated settlement:

Normally, we assume negotiating to be an exercise we do when we have to buy something. Or sell something. The assumption is that the price must be kept high as the buyer or seller will negotiate. What happens after a successful negotiation? The buyer and seller both achieve their objectives. The seller gets their price and the buyer gets the product at the price they are willing to pay

Negotiation involves discussion. It involves give and take whereby both parties reach a 'win-win'. Negotiation is a very important tool for conflict resolution.

However, it is not easy. Negotiation is something that has to be learnt and hence it is important to understand the key aspects of negotiation as a soft skill.

Negotiation is different from Bargaining and Compromising.

Bargaining is a small subset of negotiation. Negotiation is a much broader concept. All bargaining is negotiation but all negotiation is not bargaining.

Case in Point: Mr Mathur wants to go to Goa for a holiday. But Mrs Mathur wants to go to Shimla. Both can't agree on a destination so they arrive at a compromise. They end up going to Corbett! In this case neither party got what they wanted.

The next year, before the vacations start, they sit and have a discussion. They share their preferences with each other. Finally, in the summer they decided to go to Shimla and in the winter, they decided to go to Goa. In this way they negotiated a win-win agreement.

4.8 BATNA & WATNA

In the Negotiation it is critical to know your BATNA. Not just your own, but also your opponent's as well.

BATNA = Best Alternative to a Negotiated Agreement

If what you are being offered is lesser than your BATNA, then deal should not be accepted. If the BATNA is less than what is being offered then go ahead do the settlement. Before entering into a negotiation one must keep in mind all the alternatives. Adequate research and homework must be done to find out what are the other choices and alternatives available in the market? This helps you in making informed decisions while buying. We should always look to improve our BATNA

Case in Point: Mr. Bala wants to buy an LED TV for his house. He checks on-line and sees the price as INR 40000. He goes to the market, to his friend's shop who offers him the same model for INR 42500. Mr. Bala's BATNA is now INR 40000. However, he wants to maintain a good relation with his friend and help him in his business. His last experience of buying an electronic item on-line was not very good.

Thus Mr. Bala offers INR 39500 to his friend with an offer of paying cash. He knows the price of INR 39500 is acceptable to his friend as his friend will not lose money on the deal, in fact he will still make a modest profit. His friend accepts the offer. Both parties emerge happy.

Case in Point: Reshma Das earns INR 35000 per month in her current job. His company now wants to transfer her to another city by giving her a INR 5000 raise in salary. However, Reshma calculates the cost of moving and relocating to be much higher than INR 40000.

She starts looking for another job. Registers herself on some online job portals and knowns placement consultants. Immediately she starts getting job offers and is offered INR 45000 in the same city. Her BATNA is now INR 45000. She now goes to her current employer who she does not want to leave and asks for a raise of 25%. She gets the raise and is happy to move and work in the same company.

Fisher and Ury coined this term BATNA in Their book "Getting to Yes". They outlined a simple process for determining the BATNA:

WATNA is the Worst Alternative to a Negotiated Agreement

Whereas BATNA is the best-case scenario, WATNA is the worst-case scenario. What worse can happen if you don't reach a settlement or take the offer or do the negotiation? WATNA is the Exact opposite of BATNA.

Both BATNA and WATNA are necessary before trying to resolve a conflict related negotiation.

Ways to become a skilled negotiator

Prepare! Analyze! Research!

Try and find out the other party's needs

Try and get to the core of the problem objectively. In other words, don't get biased or influenced. Think like a neutral party

Don't assume that your position is weaker or the other is stronger. Be Confident.

Develop your own negotiating style.

Don't smile or show any emotion while negotiating. Don't appear happy or sad at any offer.

Identify your BATNA, WATNA and WAP (Walk Away Price)

Don't reduce your offer or make any concession once you have made your initial offer. Wait for the other party to make their offer first.

4.9 Summary

Without Teamwork, it is virtually impossible for any person to succeed. Team building is a process of aligning the strengths of different personalities and combining these strengths into an unstoppable force.

A Team has synergy and momentum, which is simply not possible for a single person. Yes, isolated success can result from going solo, but sustained success will result only for being part of a great team and integrating perfectly with your Team.

Team does result in conflict, but without conflict the Team can slip into a comfort zone. No new ideas come forth and team members are lulled into a sense of false security.

Negotiation is a very important and necessary tool to resolve all kinds of conflicts: from which kind of a course should you do to upskill yourself, to making job and salary related decisions, to make personal decisions concerning your friends and family. A good negotiator makes good decisions, which stand in good stead for a lifetime!

Knowledge Check

Case Study

Salil Kumar is a salesperson in a small medical supplies business. The company has 6 employees operating in 1 shop. Every employee has a lot of work but the owner Mr. Zaveri is a tough but fair MD. Every sale is celebrated with an impromptu party in the office consisting of snacks and tea. Gradually the business grows into a large pharmaceutical company based out of Mumbai. There are multiple offices and hundreds of employees.

Salil is now a sales manager. He has been working overtime to crack a deal with a group of hospitals. Day and night become one and it is days before Salil even sees his son. He even misses his wedding anniversary. Finally, he achieves success. The order is his! The big day arrives and Salil gives the good news to his boss, who quickly pats him on the back and leaves for London. Salil transfers the order to manufacturing who puts it into pipeline of orders. Salil, who has worked day and night for the order, now runs from pillar to pillar in the company trying to expedite the order, but the bureaucracy of a big organization is too much. Mr. Zaveri tries to expedite things on the phone, but to no avail.

The clients are getting very restless and the order is in danger of getting delayed. Salil is very frustrated. He has to send a small batch to the client for their approval but the dispatch department packs the courier box and forgets to send it for 5 days!

The initial group of committed individuals which became a team is now again in danger of becoming a group.

No one is willing to take ownership or accountability. The team is not working together; rather it is a bunch of individual groups just focused on their own verticals.

Applied Knowledge

Build Your Vocabulary

Learn and use the Words and Business phrases used in this chapter to improve your Spoken English Skills:

CHAPTER 5

Time Management and Goal Setting

LEARNING MILESTONES

This Chapter will enable you to:

Make time for yourself to be yourself

You will never find time for anything if you want time, you must make it

Think about what you want out of life ... not how much you can get done

“If you do what you’ve always done, you’ll get what you’ve always gotten”.

(Anthony Robbins)

The best time to plant a seed and grow a tree was

20 years ago; the second best time is now.

The greatest pat we can give to ourselves is to say “I had enough time for everything that believed was important”.

5.1 What is Time Management?

Time Management is the art of managing time effectively so that the right time is allocated to the right activity. It enables you to provide specific time to activities as per their importance. It refers to making the best use of time, as time is short and scarce!

Time management is not a clock management.

It is self-management.

Managing time means leading a life you want with resources in hand and achieving your goals. Time management consists of managing, self-planning & goal setting for getting the desired results.

Case in Point:

Time for a Reality Check:

Do you know how an average 70-year life is generally spent?

25 years in sleeping

8 years in studying

6 years in rest and illness

7 years in holiday and recreation

5 years in commuting

4 years in eating

3 years in travel or commuting

12 years for working

Now can you see the large amount of time we spend on sleeping and leisure activities?

5.2 Can Time be managed?

The reality is that you can't manage time, you can only manage activities. Managing activities involves applying common sense and self-discipline to produce the desired results and saying 'NO' to those activities that either waste time or produce negative results.

Case in Point: Have you ever watched a Circus where a lion trainer carries a stool into a cage of lions? And wondered what was he trying to do? Get himself killed!!? Even though the lion tamer has a whip in his hand, he knows the stool is his most important tool. He holds the stool by its legs and shoves it towards the animal's face, attracting his attention. The audience waits for the lion to jump on the tamer and eat him. But nothing of that sort happens.

Instead, the poor lion tries to focus on all four stool legs at once, and in so doing gets paralyzed and this paralysis overwhelms him. His attention gets diverted to the stool and he gets confused. He loses focus. He becomes weak and thus the tamer gets control over him.

In a similar fashion, disorganized people who can't manage time are those who lose focus. They cannot concentrate on their efforts when they face lots of tasks. So they end up focusing on all the wrong things. They put their time on time-wasters and lose sight of their goals.

5.3 The Need to Manage Time

Many people, especially students are discouraged from trying to learn new knowledge or skills because of lack of time. They feel that their lives are already too busy and they don't see how it is possible to fit more into their already packed lives. Between academics and social media, professional and personal commitments, they seem to be rushing from one moment to the other.

MOOC's which are free online courses taught by the world's best faculty have a completion rate of less than 5%! They sign themselves for both paid and free classes and then are not serious about completing these. They come late for class, or study in a haphazard manner. They procrastinate when it comes to submitting projects and assignments. And then at the end of the semester of completion of the courses they wonder why their grades are so low!

For Professionals and other people acquiring knowledge is not a priority when work-life balance is a huge problem. This is the reason why Time management is necessary for everyone.

5.3.1 The Nature of Time

To practice the art of Time management, you first need to understand the nature of time.

Time is an intangible resource

You can't buy time, rent it, borrow or steal it, store or save it, renew it, or multiply it. All you can do is spend it.

The reality is that you cannot save time. When people say they are "saving" time, it simply implies that they're spending less time on task. They're not saving it for the future because all time must be spent immediately.

We may have similar education or money or talent to many people. But unlike other resources, we all have the exact same amount of time. Time is the only aspect in our lives where we are all truly equal.

TIME is a personal resource

Your time is your own. Only you have the ability to spend your own time. What kind of a person, or a student or a professional you are is revealed by your usage of time.

For example, for an unhealthy person, a fitness plan is the most important thing in life. But that person does not spend any time or wastes time on other things instead of fitness, then it reveals their true character. Similarly at work, to-do lists, calendars, reminders, and plans are irrelevant if the professional doesn't have any time to even look at it! It shows lack of seriousness and careless attitude about their careers.

How you spend your time reveals your true character.

Time is tricky by nature

You can be busy all day and accomplish very little. No one ever seems to have enough time, yet everyone has all the time to waste! It seems we are spinning wheels while being stationary in one place. Like the experiment, where mice are placed inside a stationary wheel that moves on its own axis vertically. The mice keep running, sometimes for distances up to 9 km! They feel that they have been running while the wheel has not moved.

The demands of 21 st century have created a lot of work for us. However, for effective time management we need to work smarter, not necessarily harder.

There is a reason why we were born with both muscles and brains.

5.4 Hard Work v/s Smart work

The combination of hard work and smart work is the formula for success. Think about what needs to be done, and then think again about the best way to accomplish it - not necessarily the way you've always done it, or the fastest way, and certainly not the hardest way.

Case in Point: Consider the story of two students preparing for their final presentation. Both were ambitious and determined, hopeful of coming out first. But one was hardworking and ambitious, skips meals, reading every presentation there was on Google, researching books, interviewing others, memorizing the text by rote without understanding the basic concepts, working day and night on the look and feel of the presentation.

The other appeared to be a little more laid back, working for just few hours daily, and focusing on a few key resource materials. The go-getter worked all day expecting that he would be awarded and his hard work would pay off. His opponent, however, took an hour-long lunch, and then resumed her steady pace.

Finally when the results were announced, the eager beaver was disappointed to lose to his lazier opponent. Angry because he felt he deserved the prize after working 24 x 7, he finally confronted his opponent and said, "How can you win? I just don't understand it. I worked for longer hours and much harder than you. You took so many breaks and yet you still won. It's not fair! Where did I go wrong?"

She responded, "I focused on the audience, their needs, what they wanted out of my presentation. And made my presentation accordingly. And since they got what they want, I got what I wanted.

Hard work will always pay off. Smart work pays better.

We often confuse the activity with accomplishment. Just because we are busy, does not mean we are productive.

5.5 Skills to become a better Time Manager

Time Management is an easy if we just know where to focus. If we are able to decide on what to act upon and what to ignore. Which facets of our lives demand more attention? These are decisions that can be made by applying a few simple tools and techniques which are discussed below. These tools and techniques have been developed after years of discussion, debate and research and countless interviews with experts. What has worked earlier for successful people can definitely work for you.

However, keep in mind that time management is not a theoretical concept. It involves self-discipline and commitment, which give lifelong success.

Let us discuss these in more depth.

1. Planning & Prioritizing: Where does Time go?

Steven Covey', the author of The Seven habits of Highly Effective People' conceptualized the Time Management Matrix. This matrix can be used to divide your time into 4 quadrants:

Quadrant 1 (Q1): Urgent & Important: These are tasks that require immediate and urgent attention. These cannot be postponed. Not doing these tasks leads to tension and escalation.

Quadrant 2 (Q2): Not-Urgent but Important: These are tasks whose completion matter in the medium to long term, but have no immediate effect or consequences. While we should focus on being in Q2, these are the things that get neglected the most. These lead to procrastination.

Quadrant 3 (Q3): Urgent but Not-Important: These tasks are the reason why we are unproductive. We perform these tasks with a high degree of urgency only to realize that these were a complete waste of time.

Quadrant 4 (Q4): Not Urgent and Not Important: These tasks are like guilty pleasures. We perform these because we need a break or just want some instant gratification. However, these take up a substantial portion of our time.

To judge importance v/s urgency, good time managers view the tasks in terms of

Impact of doing them

Effect of not doing them

Good time managers generally aim to be in Q2. Q1 is unavoidable but constantly being in Q1 leads to negative consequences for the mind and body. Hence the effort should be to move from Q3 and Q4 to Q2.

The Time management Matrix is shown below with some examples:

Case in Point: The 4 Quadrants can also be used to identify your time-spending personality type. Shown below are some examples of the traits of the different personality. Can you identify yourself? Remember, the objective is to finally be in Q2.

Can you identify yourself?

The basic requirements to reach Quadrant 2 are:

Clear definition of organizational roles and specifically your own role.

Selection of and focus on SMART goals.

Development and utilization of schedules.

The practice of daily adapting in work role.

Learning to say NO!

Prioritizing means deciding what is important and what's not. Which tasks to take on and which to leave. Sachin Tendulkar's ability to decide which balls to play and which one to leave arise a proof of his greatness. A true professional does not jump to take on every assignment. Prioritization prevents from your life to become overloaded and ensures peace of mind.

To help you prioritize you will need to differentiate between:

Effectiveness: doing the right things

Efficiency: doing the right things correctly

Difference between the efficient and effective use of Time

Effectiveness refers to doing the right things. When you are efficient, you do the job facing you in the best possible manner.

Efficiency refers to doing things right. When you're effective, you may or may not do the job in front of you. You do what most needs to be done at that particular point in time.

And when you're a good time manager, you use both approaches. You look at all the possible tasks in front of you; select the most important task,

and do it in the best possible way.

When you learn how to do that and do it consistently, your work will be more productive and your life will be more peaceful. You will have successfully avoided wasting time.

Case In point: Your 'to-do' or 'activity log' list shows that you need to submit your project a week later by next Thursday. It would normally take 4 days to make the presentation but when you suddenly have to go out of town and cannot work on it for the next 3 days you have only 1 day to complete it. And you don't know how, but you drop everything else and manage to complete it and submit it. You are amazed at how a job you thought would take you 4 days, took only 1 day to finish. This is Parkinson's law.

Parkinson's Law: "Work expands to fill the time."

Procrastination is the action of delaying or postponing something. It is a voluntary activity where intentionally the task at hand is given another time or another date for completion. And then again and again till it goes into a hopeless loop of delaying and self-justification.

Procrastination is often a result of two main causes:

How many times have we felt, Oh I don't feel like doing it now, I'll do it later. But that later never comes! It is nothing but procrastination- the habit of putting things off to a point where you have no choice but to do it.

The attitude of "set it and forget it" looks easy, but this procrastination habit is a productivity killer. Continuing to put off daily tasks will lead to weekly tasks, which will lead to monthly tasks and before you know it you have a mountain of tasks with no time to complete them.

5.6 Eat the Frog: Beat Procrastination

Mark Twain, the famous author and subsequent to that Brian Tracy have given possibly the best solution for beating procrastination:

Eat the Frog as the name suggests has nothing to do with Eating Frogs! Rather it is very simple and easy to apply, it states: "If the first thing you do in the morning is eating a frog, anything else you do during the course of that day will be better than that!"

In other words, if you accomplish the most difficult tasks first, then whatever you do after that will appear to be easier and thus more enjoyable and rewarding. Therefore, always try and do the most difficult things first! Everything else that follows will be easier in comparison.

Eat the Frog principle has 3 steps:

Eat the Ugliest frog first! Do the most difficult task first.

Eat it now! Not after 5 minutes. Not later. You have to do it now!

Doesn't help to just look at it! You actually need to Eat it.

Case in Point: Whenever you feel overwhelmed by work or studies, remember to

BOOM!

BOOM :

Be Aware

Organize your thoughts- write it down

Overcome: temporary pain for getting permanent pleasure

Move (Do it now!)

5.7 The 5D Principle to beat Procrastination

When you faced a task - decide to deal with it according to one of the following 5D principles :

Do it: Answer that mail or message only if it cannot wait till later.

Delegate it: Get someone else to do the task and supervise them.

Dump it: Reject the task or delete it from your inbox if is a waste of time.

Deadline it: If not urgent, schedule a later time when you will tackle the task

Dissect it: Save time by thinking creatively for routine tasks

Case in point: Sangram works in a private limited company. He is a Field sales manager that requires him to file the sales reports with his head office on a weekly basis. On Every Friday, his reporters, the field salespersons email their figures to him and he makes the presentation. His report needs to be emailed with a detailed explanation and presentation on the sales performance. The presentation takes him 10-12 hours to make. It is very stressful and his entire Wednesday and Thursday is spent in chasing his sales people to email the reports. They are busy with sales, so they sometimes send the reports with mistakes and errors that cause him great stress and anxiety. He normally starts working on the presentation on Thursday and emails the report on Friday night. A full 20 hours. Of effort! He is doing 80% of the work in 20% of the remaining time.

Sangram has a heart attack and his doctor tells him he cannot take any more tension. He reevaluates his life. And working style.

He goes back to work and provides his salespersons with a smart phone and free data pack from a new telecom company. He creates a WhatsApp group of his sales persons. Now, he tells them to send him images and photos of their sales invoices on a daily basis. They are freed from excel and instead focus on sales. They don't need to sit and prepare huge excel sheets anymore. They can do it the Excel reports once every 15 days. But he gets the sales figures now on a daily basis, which he feeds into his Excel data. His presentation and figures are now online and up to date on a daily basis and his Friday report now prepares in 3 hours. He is now doing 20% of the work in the remaining 80% of the time.

He emails the weekly report on Friday evening at 3 pm and goes home to spent time with his family.

5.8 Goal Setting

"A goal is a dream with a deadline." -Charles Henry Parkhurst, D.D.

We all have some goals in our lives. We achieve some and are not able to realize others. But how exciting it would be if we could realize the goals we set out to achieve for ourselves. Whether professional goals or personal, goals setting need to be simple and not just an academic exercise. Achieving goals is a time consuming exercise, one that can end in fulfillment and joy. Joy at having saved time that can be used for personal gain.

A Goal: The purpose toward which an activity is directed; an end; an objective.

Goal setting is the process of deciding what you want to accomplish and making a plan of action to achieve the desired results.

Benefits of personal goal setting

You manage time efficiently and effectively.

You get a feeling of achievement which fills your minds with positive thoughts.

Positive thoughts help you to take control of your life.

People take you more seriously because you 'walk the talk'.

You are able to focus on more meaningful things in life.

You are successful in your own eyes, regardless of what that means to other people.

Your job becomes more meaningful and fun.

You are able to form better relationships with people.

5.8.1 How to Set Achievable and Smart Goals

We can realize our goals by following these two simple ways.

S: Specific and well defined objectives. Define exactly what you want. Set goals that are ambitious but achievable.

M: Measurable outputs and inputs. Figure out how you're going to measure your goals. Set a clear time line for the achievement of your goals

A: Achievable in terms of resources & expectations. Commit to being personally responsible for achieving your goals. If part of a team, be sure that accountability is clear who is responsible for what.

R: Relevant to the overall business and personal strategy.

T: Time bound with an operational and written schedule.

In addition to SPECIFIC, the Goals should include:

No stretching,

Systematic

Synergistic

Significant

Shifting around frequently

In addition to MEASUREABLE, the goals should be

Meaningful

Memorable

Motivating

Magical

In addition to ACHIEVABLE, the goals should be

Action Plans

Accountability

Acumen

Agreed-Upon

R means RELEVANT, but it also stands for:

Realistic,

Reasonable,

Resonating,

Results-Oriented,

Rewarding,

Responsible,

Reliable,

Rooted In Facts And

Remarkable.

T means TIME-BASED and it represents:

Timely,

Tangible And

Thoughtful.

5.9 Work Life Balance

In this hectic world, work-life balance has taken a backseat. Students find themselves bombarded with information. Friends, family, social media, studies, academic performance, competitive exams and interviews, and job hunting all put pressure on them. Professionals and entrepreneurs have performance and business pressures. All these pressures take a toll on personal relationships and cuts family time. Even on vacations and holidays, people are glued to their cellphones doing business and work.

In such a high-pressure and dynamic environment, how does one find time to do what one desires? Achieve goals? Spend quality time? The answer lies in striking a perfect work-life balance.

Rising costs have created a larger pool of working couples. With more women entering the workforce, gender roles are being redefined. An optimal work-life balance ensures the needs and wants of all partners in a family or work unit are met.

Work-life balance doesn't mean choosing between the two, but giving 100% to both, says "Chanda Kochhar" - MD & CEO, ICICI Bank

There is no such thing as Work-Life Balance. It is all Life! The balance has to be within you.- Sadhguru

5.10 Summary

Whoever said that Time = Money is right.

Every day and every minute of every day is worth money and must be treated with respect. So often, we hear people say: Let's do Time pass. But they fight for every Rupee that is due to them. Will they ever do Money-pass? Of course not! Just as we handle money responsibly the same respect should be given to time.

Time Management is Self-Management. If you want to enjoy one of the greatest luxuries in life i.e. the luxury of having enough time, remember there is only one way. Time Management

Take enough time to think, plan and prioritize things. You will add years to your life, and more life to your years. Setting SMART goals and knowing to execute an action plan will put you ahead of the competition in the long run.

Knowledge Check

Get Ready for the Real World!

Case in Point: Rhea is a working lady who wants to become physically fit. Her goal is to lose weight and become physically fit. She has tried various diets but unable to lose any weight so far. Her boss at work sits down with her and explains to her the SMART system of goals setting. Rhea now makes a health plan which is structured and which she feels is achievable.

Specific : She first puts down on paper exactly how many kilos she wants to reduce and what her fitness ideal looks like.

Measurable: She ensures that her fitness plan has goals that can be measured over a period of time. Weight reduction, BMR, treadmill analysis

are all analytics that will help her in measuring her performance.

Achievable: Are her goals achievable and accountable? What is the role of diet in her plan? How much will the trainer contribute towards ensuring that she sticks to her plan? What about her self-discipline and self-control i.e. Personal accountability

Realistic: Is her fitness plan realistic? Are the targets achievable within the realm of possibility? With her job and family commitments will she be able to follow her diet and exercise plan? When, what time, how much in a day?

Time bound: Has she set a time frame and defined timelines within which the goals have to be achieved? How flexible are these timelines? How frequently will she monitor the same?

Rhea starts her fitness goal and at the end of her pre-defined fitness plan period, she not only achieves her weight loss goal but also beats it by 5 kgs! She is thrilled!

Applied Knowledge

Build Your Vocabulary

Learn and use the Words and Business phrases used in this chapter to improve your Spoken English Skills:

CHAPTER 6

Communication Skills

LEARNING MILESTONES

This Chapter will enable you to:

The most important thing in communication is to hear what isn't being said

– Peter Drucker

The Art of Communication is the language of Leadership

-James Humes

“A wise man reflects before he speaks; a fool speaks, and then reflects on what he has uttered.”

- French Proverb.

6.1 The True Meaning of Communication

The word Communication is derived from the Latin word “communicare” = make common, share, participate, impart.

Communication is a part of our lives from the moment we are born. It is the basis of all interaction. We communicate with everyone that we come across. Even without speaking! We are communicating all the time. However, often we are told to become better communicators. In times of failure, conflict or anger, we experience miscommunication. We realize the problem was not the lack of communication but rather in the manner in which the communication was done. Good communication skills remove miscommunication. Communicating effectively is much more than just saying or writing the correct words.”

Most of us aspire to be leaders. We want to be at the top of our game. We want approval and acceptance in society. Good Communication helps us to impress and convince others of our point of view. Good Communication is the basic quality of Management and Leadership. What then is Good Communication? And why is it that despite communicating all our lives, there is still so much room for improvement? We will try and answer these questions and also learn tools and techniques to become master communicators in all aspects of our lives.

Communication is a process that involves the transfer of meaningful ideas, information, feelings and messages from one person to another through the use of shared language or symbols.

Communication does not happen by magic! It is a voluntary process. It takes place when your ideas are transferred to another's and arrive without distortion, complete, and clear. Communication is successful only when the meaning and intent on the sender is understood and acted upon.

6.2 Importance of Communication

For Students

Our academic system encourages excellence mainly through good marks and grades. However, connection to the real world happens only once a

person graduates into professional life. And gets a rude jolt when faced with the fact that those marks and technical skills account for very little. People get praised and promoted, land up with plum postings and assignments solely on the basis of their ability to connect well with their bosses and clients. Thus, it becomes very essential to gain a mastery over communication skills at the earliest possible time in one's life.

Communication is your crucial link between the external world and yourself. It is the bridge that enables the smooth traffic of messages to pass between yourself and those you want to influence. Communication skills are tested in your job interview, group discussions, your interaction with your prospective employers in order to make the best first impression.

One look at listings on job portals and recruitment postings reveal that most companies irrespective of their domain, look for candidates with good communication skills.

For Professionals

It is well known fact that communication skills are the single more important decisive factor in choosing managers. In the author's long experience as a corporate soft skills trainer, the majority of trainings conducted are related to communication skills. The author has found over working with thousands of corporates and other professionals that communication skills, includes both written and oral presentations, and are the main factors contributing to professional and personal success.

Technical skills are the first step towards entry into the professional life. But there onwards good communication skills are the stepping-stones on which the path to your success will be paved.

For Organizations

Organizations also want to project the best possible image of themselves to their stakeholders. This could be for product promotion, fundraising or to highlight achievements. Corporate Communication managers have the responsibility to ensure that the corporate messages are transmitted with the best possible public relations activity. They have to make their company look good!

Inadequate or incomplete communication is the source of conflict and misunderstanding. It interferes with productivity and profitability. Virtually everyone in business has experienced times when they were frustrated because they just couldn't "get through" to someone. They felt as if they were speaking a strange language or were on a different "wave length."

For Teams

Often teambuilding and team integration is brought into focus as conflicts occur. Synergy is what makes a great team. Communication is essential to achieve this synergy between team members. The ability to communicate effectively is a basic requirement of each team member.

For Everyone

Managing relationships is an art that involves meeting of minds. Compromise and agreement are the basis of good human bonds. However, the reality is that our mind and the others are not necessary in sync. You may think differently and the others may perceive our message differently. There are different realities for different people. This is why conflicts, disagreements, fights and divorces happen. Communication is the bridge between our separate realities. Communication is what joins us to others. To communicate is to relate. To be one in thought with the receiver of our communication enables optimal human relations. And this is the ultimate benefit of communication.

6.3 Communication made Simple

Communication is not just thinking, speaking or expressing yourself. It's not just delivering a message; it is much more than that. It is a complex art and technique of getting others to understand you. It is an active process, which involves encoding, transmitting, and decoding the intended message.

Encoding: Changing the message from mental form into words, gestures and language. Decoding: Interpreting those words, gestures or language together with context, tone and voice.

In an ideal situation, good communication results in the sender and the receiver thinking about exactly the same thing. The sender has succeeded in transmitting an idea from their mind to the mind of the receiver.

Case in point: Karanpreet on his first day of work stood outside the main entrance building at Cyber City, Gurugram. He had arrived from his native Punjab the previous day, his first day outside his small town where he also did his Engineering and got placed on campus. He stood outside the main entrance but seemed hesitant to go in. Each time the sliding door would open he would take a step forward and then retreat. Kalpana was watching this from a distance. She recognized Karanpreet as she had interviewed him on campus. At first she thought he didn't want to go inside to begin work. She kept watching him and the reality finally dawned on her. She realized that Karanpreet had never seen a sliding door in his life and hence wasn't sure what to do? How soon would the door close? Would he get trapped between the doors? She went up to him, smiled and without saying anything went towards the door. She stood in the doorway not allowing the doors to shut. Karanpreet jumped after her and hurried towards the elevator. Just then he turned back, looked at her and without saying anything, smiled back in gratitude. Their communication was complete.

A successful communication process includes the following stages:

Case in Point: The story of Sender and Receiver: ("On a beautiful, sunny morning Sender thinks about a 'square', he has a fascinating square in his mind. As he wants to say something about that marvelous square to his friend. Receiver, whom he just met while walking in the street, he encodes this very square in his mind. Our Sender is a very experienced person in encoding, so he knows how to encode that square perfectly so that it exactly represents the beautiful square he has in his mind. This makes our Sender say "square" when he is talking to his friend. (The message "square" goes through a channel. It is a very nice, sunny, and clear afternoon however, there is a lot of traffic and noise. Loudspeaker is blaring from a nearby place and a school has just got over with children shouting as they come out of the gates.

In this situation the 'square' is travelling from the channel (the senders' mouth), and the message "square" is trying to get through the external noise and facing many problems.(At the end of the channel, Receiver is waiting to capture Sender's message. And indeed, after few seconds, our Receiver hears the encoded message "Where".)

But this "Where" he hears is still encoded, and Receiver has to decode it in order to get the real message out of it. The Receiver is an expert in decoding messages and he decodes it thinking that the Sender is asking him his location. So, he replies: "Outside the school". The Sender is confused. He asks the receiver if the square is outside the school? The Receiver asks which square? Hence the conversation goes into a mindless loop of miscommunication and a conflict erupts between the two friends."

6.4 Avoiding Miscommunication

Basically, communication is action and miscommunication can be viewed as action failure. When the sender's message is misinterpreted or any misunderstanding or misconception takes place, it is called miscommunication. It is a lack of agreement due to various barriers that prevent the necessary action from taking effect. 70% of all communication effort is: misunderstood, misinterpreted, twisted, rejected, disliked, distorted, or simply ignored- even if it is within the same society or group or culture! The purpose of good communication is to eliminate miscommunication at any cost.

Case in Point: An English professor wrote the words: "A woman without her man is nothing" on the board and asked his students to correctly punctuate the sentence.

All of the males in the class wrote: "A woman, without her man, is nothing."

All the females in the class wrote: "A woman: without her, man is nothing."

Case in Point: A prisoner was about to be hanged and had put in a mercy petition. However, his petition was rejected by the Governor many times and on the day of his hanging, a message arrived that left the jail warden scratching his head. He couldn't decide what to do. He gave the message to his subordinate who was also confused. The message said:

'Hang him not, release'. They understood that they need to release the prisoner which they did.

A few days later the Governor visited and asked to know the report of the hanging which was to have taken place the previous week.

When the jailor showed him the message, the Governor was aghast. You idiot! You let him go?! He shouted, I wanted you to: 'Hang him, not release'!

One comma in the wrong place made such a difference!

6.5 Learning High-Impact Communication

The good news is that anyone can learn to communicate better. Communication is a skill. And like all skills you can learn to be a master communicator with organized training coupled with practice. The reality is that good communication requires practice. If you have the desire and willing to work hard, you can be the master communicator you always wanted to be.

Countless books and material has already been written on how to be a good communicator. However, in the author's opinion and large experience, the 7Cs is a master tool that ensures that communication is of the highest quality.

6.6 The 7C's of Communication: Checklist for Excellent Communicating

The 7Cs is a master checklist to ensure perfect communication. Its purpose is to ensure that the message is sent and received without any miscommunication and feedback is given and the necessary action is received. In short, the communication process becomes complete once the 7Cs are applied to any message: be it verbal or non-verbal. However, the 7Cs are most effective in written communication where the chances of miscommunication are very high. This is because the sender does not have the luxury of using body language. Where the words have to perform the job of replacing the physical person, the 7Cs can be an invaluable tool.

Those aspiring to be good communicators must understand the basics of the 7Cs and apply it immediately in their daily communication.

The 7Cs are named thus because every criterion of this checklist letter begins with the alphabet C and they are seven in number. Although they are just seven small words beginning with a letter "C", they are invaluable in the world of communication. They can be truly called the 7 Wonders of Communication skills.

6.6.1 Importance of the Seven C's

In this digital age, where messages are being composed and received on-the-go, in a hurry, in travel, in busy and volatile situations, the chances

of miscommunication are very high. How then does a person ensure that their message is correct and complete in all respects unless they get feedback which is always not possible?

The answer is the 7Cs of communication that help busy people to ensure that any message going out from their systems is of the highest quality and standard.

A message is said to be effective when the receiver understands the same meaning that the sender was intended to convey. For any communication to be an effective, it must have these seven criteria:

Case in Point: Abhay, a Team Lead at an IT company was always getting scolded by his boss for sending poor quality messages. His boss was irritated when Abhay's emails had wrong spellings, unclear meanings, or simply too long. Some of Abhay's clients also complained to his boss that Abhay's mails were sometimes too direct or even rude.

A client showed his boss a message an offensive and rude email that Abhay had sent. It said: "make sure that you send me the figures by tomorrow. ' How can he order me like this" the client asked Abhay's manager. "Doesn't he have any sense of respect?"

Abhay had a very heavy workload and was unable to give every email of his the same attention. He was always in a hurry. Even though he wanted to act on this feedback, he was unsure how to proceed.

Then his Boss told him about the 7Cs and how it could be applied. Abhay understood the concept and his entire communication changed 180 degrees for the better. He started getting complemented by clients and developed better relationships with his colleagues. Before pressing 'send', Abhay would ensure that his message was complete in all respects, was to the point and backed his figures with concrete facts.

To that same client, now whenever he wanted some information, he would use the right tone and words like 'please", can you send', 'thank you", etc. He was polite and courteous to the receiver and made sure that he used spell check and proof read his messages before sending. All this took not more than 30 seconds, but the positive effect on his professional and personal life was phenomenal!

6.6.2 The DO's of Communication

How does one become a master communicator? There is simply no magic pill. However, busy you may be, irrespective of your social and education background, the fact remains that these same tools and techniques are available to all of us.

It is up to us to use these techniques to become a good communicator. A simple and easy-to-practice way is to observe those around us who are great at communication. What makes them so good at communication? Pick up the best from those people and apply the same to your own lives. And immediately you'll see. Magic can happen. Sometimes overnight.

So, what are the qualities that we have observed in fantastic communicators that we can use?

The author has observed by training thousands of professionals and people from diverse fields, that people who communicate well show some similarities. These great communicators advise:

Tone is body language in words. Tone is a reflection of your personality, so use it wisely!

Case in Point: Abhishek has to communicate to his team, the plan for the annual company picnic. Below in the left column you will see the dialogue or messages between the two parties. In the right column is an explanation how the communication principles of effective communication and the 7Cs have been ignored and then subsequently applied:

6.7 Communication Mistakes to Avoid

Professional communicators avoid some commonly committed errors. They have the skill and practice to avoid these traps and hence ensure error-free communication. Students of communication would do well to observe the communication sent by others and check for errors and faults.

Professional communicators advise the following:

Do not make a promise when you are happy or a decision when you are angry.

6.8 Cross-Cultural Communication

Communication is one of the most basic methods of getting your idea across.

But when it comes down to communicate with someone outside your comfort zone or from another culture or location, things can become complicated. Generally, in communication, we seek to reduce uncertainty and misunderstanding.

Cross-cultural Communication involves relatively greater degrees of uncertainty, due to the difficulty in predicting a stranger's responses.

As we grow up, we see around us or even experience at times: racial, caste, , religious, color, gender, sexual preference bias, prejudice and other forms of discrimination. Jokes, memes on social media only reinforce these beliefs. Its only when we actually come across people from other cultures, that's when our false beliefs that have influenced our thinking all these years, come crashing down!

6.8.1 Some ways for better cross-cultural communication

While interacting with people from other countries or states or cultures, some things need to be observed to ensure the best communication. Good communication skills can overcome language and cultural barriers by keeping in mind the following:

Training programs, general reading, talking to people from different cultures, and learning from past experiences.

Case in Point: Aastha is a new joinee at her company. She comes from a small town conservative family and her family has been involved in the Indian freedom struggle and politically active. She has grown up hearing that her religion is the best and others are inferior. Her circle of friends has also been from similar backgrounds.

Aastha gets a job in a large company in Gurgaon. On the first day of her job, she sees that her team leader is from another religion, which has been criticized in her family all her life. Her coworkers are from very different regions. They have different beliefs and eat different types of foods. At the company events she sees her colleagues drinking and dancing and she gets a 'culture shock.'

She is not able to fit into her new environment so alien to her. She gets angry and defensive at others and appears aloof and does not mingle easily.

Her team lead senses her hostility towards him and in turn gives her poor appraisals.

This cycle keeps getting repeated till one day she decided to quit her job.

Her HR Head calls her and asks her what the problem is. After much cajoling she tells him. The HR head is very understanding having been through a similar situation himself when he was new. He counsels her and sends her for a cross cultural training. After this training, she emerges a changed person. She is more accepting in her beliefs. She recognizes and accepts differences in others and works with the same. She does not encourage racial or political jokes from her friends and family and asks them not to forward the same to others as well.

Aastha is soon popular with her foreign clients and coworkers. She is soon due for a promotion.

6.8.2 Indian-isms: Wrong usage of English and their funny interpretations:

Indian-isms are certain errors committed by Indian speakers while speaking in English. These words have common acceptance in India but in other countries and cultures these have different meanings. Thus, Indian-isms create confusion and miscommunication. These can also cause ridicule and un-intentional humour and thus should be avoided. It is important in business communication to know about common Indian-isms.

Some common Indian-isms and their correct Business English usage are:

6.9 Summary

Communication has the power to make or destroy relationships. It's a process of ensuring that the correct message reaches the correct receiver, at the correct time, in the correct manner and results in the desired outcome in the manner intended by the sender. Communication can be formal or informal, upwards or downward, verbal or non-verbal in the hierarchy. It does not matter what type of communication it is. The same rules apply to all communication, everywhere, every time. The master communicator keeps in mind the 7Cs and uses these tools to their advantage. Communication should not be confused with English language skills. While good Spoken English is essential for professional success, good communication skills can help to hide defects or gaps in one's English. Good communication is a tool that can help people in every situation: whether it is in an organization or at home with the family. Increase in communication removes misunderstandings and helps a person to make life long relationships and networks.

Knowledge Check

Get Ready for the Real World!

Puneesh, a software engineer from Rewari, a small town in Haryana, graduated and was placed on campus. His first job was with Infosoft, India's leading software company in Bengaluru. First day on the job, he arrived eager and happy and it turned out to be the worst day of his life.

By the time he went home, he was sad, dejected and very miserable. Instead of going home, he went to a local pub and proceeded to get absolutely drunk.

The next morning, he barely made in time for office. Another bad day and he was ready to quit. He went to the canteen and sat there with a coffee. Just then his Training Manager Amrik came in and saw Puneesh sitting there, a forlorn and demoralized figure.

"Hi", he said: "How's the job?" he asked.

"Horrible" said Puneesh. "My colleagues are not taking to me, one of the first customer I spoke to on the phone got so angry that he complained to the GM about me. One major foreign vendor told me I was very rude on the email. I don't think I can do this."

Amrik said: "Young man, you have such sound technical knowledge but from what you have just told me you suffer from lack of communication skills. It's a common problem among graduates who are straight out of college. Our education system does not encourage soft skills and majority of students lack good quality communication skills training."

Puneesh said: "But why? How? What did I do wrong?"

Amrik said: "You lack soft skills, especially communication skills. If you master these skills then I am sure you will have a great career in this company:

Puneesh said: "I never thought about it this way. Yesterday morning, I simply went to my desk on my first day of the job and started working. I didn't shake hands or introduce myself to anyone. I felt the people in the office were angry with me. But why should I go around meeting people? My job requires me to be on the computer all the time. What's the point of talking and speaking unnecessarily?"

Amrik said: "Young man: these are some factors that are the reasons for your lack of communication skills. These reasons are called barriers to Effective Communication. Your inability to break these barriers have caused miscommunication. Some of these barriers are emotional barriers and biases, lack of attention and interest, distractions. Irrelevance of your message to the receiver and expectations and prejudices lead to false assumptions or stereotyping. Your attitude shows all that.

Puneesh said, "Wow! I actually did all those things. I am such a fool. No one will take me seriously now.

Amrik smiled and said: "No that's not true. Surely, if you follow my advice you will become a great communicator. Get trained on communication skills. Don't make assumptions about others. Don't keep questioning others all the time. Learn to listen and put forward your viewpoint assertively, without shouting. Recognize that others are under stress as well and try to make others life easier. Your own will become a pleasure!

Applied Knowledge

Build Your Vocabulary

Learn and use the Words and Business phrases used in this chapter to improve your Spoken English Skills:

CHAPTER 7

Verbal Communication Part 1

Types, Business Writing and Effective Emailing

LEARNING MILESTONES

This Chapter will enable you to:

“Your words make your listeners feel your attitude”

7.1 Essentials of Verbal Communication

How many times have you met a person who dressed well, looked fresh and well groomed, had excellent manners and great technical skills. But when they opened their mouth to speak, they just couldn't make the right impression! Their manner of speaking was boring and you just couldn't wait to move on to the next person. Or when they sent you an email, it was full of mistakes and the language was very annoying and inappropriate?

Poor verbal skills can kill a great First impression. However, it is not just enough to be able to talk. One needs to be able to speak at the right time, at the right place and to the right person. This is the essence of verbal communication.

From speaking to family & friends on phone or chat to business presentations by using various media, verbal communication is everywhere.

Good verbal communication can help us to differentiate sounds from speech, news from noise.

For a student, good verbal skills are tested right from their performance in interviews and GDs. Soon, they are thrust in the professional world where business presentations are a part of work life. From presenting to internal and external customers, day after day, people are required to speak or send emails. Gone are the days when you could just put together a quarterly report in PowerPoint and hope to hide behind the slide projector. Emails have come of age in this era of instant messaging and people view the quality of your verbal skills as a reflection of your personality.

Often you are given one chance to perform. Now you have to ensure that your message actually relates to your audience and get the desired response in the first attempt itself. Good verbal skills can perform this task for you.

Whether it is information, feelings, desires, thoughts and memories; You can share it by using verbal communication skills!

7.2 Writing and Verbal Communication

Verbal communication is often confused with Speaking. But verbal communication consists of:

Yes, writing skills are also a part of verbal communication. This is because verbal communication means communication with words: whether spoken or written. Words have been used for centuries as carriers of meaning. Though we may communicate in many different languages, if we use words we can define our communication as verbal communication.

The word verbal is derived from the Latin word 'verbum'. The word communication comes from the Latin word 'communicare'. So, verbal communication means sharing things by means of words. Words that consist of both spoken and written. Not just spoken. Hence, written communication like emails and instant messaging like WhatsApp are also categorized under verbal communication.

Examples of verbal communication

Verbal Communication can be in the form of a monologue where one person speaks or presents and the others listen. Or it could be a dialogue where there is an exchange of words. Group discussions, debates, arguments, interviews and romantic conversations are all examples of verbal communication.

7.2.1 Various media of verbal communication

1. Face-to-face

This is our daily interaction with others. Words have the power to heal and the power to hurt. Whatever the intention, words are like arrows. Once the arrow leaves the bow, it cannot be retracted. Words once spoken can never be taken back. Hence, it becomes even more important to use our words carefully. Words said in extreme emotion are usually regretted later. Hence choose your words as carefully as you can. However, use the opportunity to speak and strike conversations for these may have hidden opportunities.

Case in point: Ajit is travelling to Secunderabad from Pune by Shatabdi train. He is a 22-yr. old Asst. sales manager for a small pharmaceutical company, unhappy in his current profile and looking for a job change. He is a voracious reader and tries to read at least one new book each

month. The middle-aged man sitting next to him looks upset and keeps on shaking his head. Ajit decided to ignore him. Half way through the journey, Ajit finishes his book, a new novel by a famous Indian author. He keeps his book on his lap and looks around. His neighbor is looking at his book! Ajit smiles and says: "Nice book. I just finished it." His neighbor says: I had packed this same book for this journey but I left it in the cab while coming to the station." Ajit is quiet. After a while, he turns to his neighbor and says: why don't you take my book. I've finished reading it. His neighbor is delighted and offers Ajit his gratitude and his business card, "CEO of one of the biggest pharmaceutical companies" it says. He asks Ajit, what he does and upon hearing that Ajit is looking for a new job asks him to come and meet him for a new position once he back from his trip.

Ajit realizes that his conversation with his neighbor resulted in a huge promotion in life for him. He decides that he will carry his business card on all trips and on all journeys, he will try and strike up conversation with his co-passenger and at least offer his business card. You never know what good luck face to face conversations can lead to!

1. Meetings

A meeting happens when people come together and communicate with each other. Most corporates complain that they spend too much time in meetings and too little in work. While this may be partially true, the fact remains that meetings tend to take up more time than scheduled if not planned properly.

Meetings have evolved over the years. From formal meetings in conference rooms to standing only meetings, people meet everywhere: in coffee shops, near water coolers, at the gym, on the sports field, just about anywhere where they can have a dialogue. Meetings, whether these are family meetings or business meetings are most fruitful when:

Case in Point: THE 2-PIZZA RULE

Jeff Bezos, the Founder and CEO of e-Commerce Giant Amazon realized that meetings are very necessary considering the huge Amazon operation. Decisions had to be taken and communicated across the world by his team members. However, given the diversity of the teams and the worldwide operations, the meetings would go out of control and often unproductive. He decided to make a 2-Pizza rule for meetings in Amazon. The rule is that all meetings will have only that amount of people who can be fed on 2 pizzas. This ensures that there are limited number of people in each team and in each meeting, thereby reducing the discussion and decision-making time. The 2-pizza rule ensures that the meetings are short, to the point and decision-making is faster.

Types of Meetings

7.3 Job interview and Group Discussions

Job Interviews and Group Discussions are necessary and very important step for entry into an organization, especially for students looking for their

placements. Interviews are of various kinds and involve human interaction and exchange of ideas. Personal interviews and GDs will be discussed in greater detail in the following chapters.

7.4 Social and Personal Conversations, Arguments, Discussions and Talks

Someone is in love, in anger, in doubt, undecided or wants to share some news! They need to talk to someone. Here, emotions and inner feelings are being shared by means of verbal communication. In these times, we see people preferring to make human contact. Reaching out to someone.

In this day and age, people prefer to talk digitally instead of face to face. This often makes the conversational seem impersonal. However, millennial especially prefer to text rather than talk, thereby making communication with them all the more is challenging. Whatever the medium, there is something comforting about being in the caring presence of another person.

There are times when email is not appropriate. For example, communicating bad or tragic news, dismissing someone from their job are situations that need face-to-face personal communication.

Across different religions and cultures, two persons getting married recite their vows to each other as part of the wedding ceremony. This is an example of the power of verbal communication to make momentous life decisions! Here, the couple's words play a huge part in actually making them into a legally married couple.

7.5 Telephone + Videoconference

Gone are the days when we used to wait to call others on the phone. With cellphones becoming common and internet speeds becoming fast and cheaper, web calling and video conferencing has become an integral part of our lives. Most apps from WhatsApp to Facebook, Skype and Google Hangout, webcast companies like Zoom and Go 2 Meeting, all offer video conferencing.

This enables organizations save valuable time and money of their executives in making expensive business trips. It enables people to reach out to a global audience.

A lecturer in an IIT in New Delhi lecture hall explains a topic to their students in newer IITs in interior regions of India. These new IITs suffer from lack of good faculty and infrastructure due to their remote locations. Video lectures enable their students to experience the same quality of instruction as students of IITs in the metros.

7.5.1 Tips for effective Conference Calls and Videoconferencing

Test your camera and speaker: This has to be done before the actual conference. Ensure proper angle, lighting and professional background. If you are doing the webchat from your home, use a blank wall or non-cluttered place as a background

Be prepared: Plan your conversation in advance.

Ensure silence and be sure that no external noise hinders the sound or distracts others.

Have pens, pencils and notepaper handy. Take notes for later reference.

Don't discuss your personal issues in public.

Use the Mute button, if you wish to have a private conversation or to block out external sounds.

Avoid webchat while eating or in public places.

Don't borrow other's phones and ensure adequate battery in your own. It looks very unprofessional to have the call drops due to problems in your phone or connection.

Turn OFF your other phones or devices during a meeting

Tip: Be on time. If anyone important is on the line before the others have joined, use this opportunity to make some small talk and establish a rapport. Small talk can include conversation on the weather, or plans for the upcoming weekend and so forth. Avoid topics of a very personal nature.

7.6 Social Media Communication

With so many options in social media for people to air their views, it is no wonder that the average person is overloaded with information. On social media: Celebrities and common people have a level playing field as far as the opportunity to speak is concerned. Verbal communication has become extremely easy and one sided, in this era of social media. Remember that social media is not private. Irrespective of privacy settings, assume that your message will be read by someone other than the intended receiver. Hence, it is prudent to be careful while disclosing information or sharing views on social media.

Twitter has proved to be the downfall of many leaders and prominent people. In 280 characters, normally stable and intelligent people have let their guard down and regretted it. In this era of trolling, people get abused and criticized on twitter and other social media, sometimes for unintentional errors. Hence it is very important to use words on social media with care, as these are permanent record. When your words are viewed out of context later, they can do real damage.

7.7 High Impact Business Writing

Basics of Writing

The need to write clearly and carefully arises in virtually every situation, especially as you enter into the professional world. From CVs to emails, business-writing skills are used as a benchmark to gauge the candidate's communication skills. Good writing is one of the most highly prized competencies of an employee or potential hire. Emails, status updates, letters, or formal reports each has its own special requirements, but these fundamental principles apply to all business writing:

S.T.O.P : Stop-Think-Organize-Proceed. Just as a student is taught to cross the road without getting hurt, the STOP principle is extremely important in ensuring that poor writing is not sent out. STOP enables the writer to compose their thoughts and write correct communication and send it out at the right time.

Flaming : It happens when your mind filled with negative emotion. Situations or others emails that make you angry, stressed, irritated, etc. These are flaming situations where the mind's natural reaction is to retaliate. In this state of anger, written communication is very toxic in nature and can seriously damage career and relationships. STOP prevents you from doing such communication and instead helps your mind to cool down. In a more cooled off state, your mind is able to make more rational decisions and most times you end up changing your own text, thereby preventing mishaps.

Planning & Purpose : What outcome or result that you want out of that writing. The 7Cs are a good way of planning your writing. Good written communication has to be Result Oriented Communication. Words just can't be thrown together and sent out by text or email at random. It is absolutely necessary to keep the expected result in mind while framing the words. In fact, if you already know what is in your mind and what you want out of the reader, the words will come to your mind much easier and you won't have to struggle to find the right words.

"If you don't know where you are going.... any place will take you there." This old saying is very true for business writing.

Reader : Knowing who you are writing to, their culture, status and motives is a good way to say the right thing to the right person. This also reduces cultural based miscommunication.

Tone : Striking the right tone, matching the most appropriate words to be used to the right person. The tone is body language in words. The right tone can ensure the right connection.

Revising and proofing : Spellcheck and Proofreading your message to ensure that no wrong or inappropriate words are used.

Correct Business English : While it is important to know and use good, correct and appropriate grammar and rules of English, the same is always not possible. Good English comes with practice and training. It is not something that can be learnt overnight. The author strongly advises you not to fall into the trap of Spoken English institutes that claim to work miracles and turn you into English experts in 30-60-90 days! These are false claims.

Good English can be mastered by following these basic fundamentals:

If you have a vocabulary of 1000 words, you might not be able to say one correct sentence; But if you know 1 phrase, you can make hundreds of correct sentences.

7.8 Email Writing Workshop

Email is a preferred method of communication for most people, and it's one that many people struggle with.

Business Communication has now moved on from letters and faxes to email and instant messaging. Email writing skills are very important because it is instant, fast and convenient. Words used in the email have the power to convey one's state of mind and body language. If that is the case, then the writer must ensure that the correct rules of grammar, protocol, Internet syntax and other rules are followed. The 7Cs of communication framework is very much applicable to emails

Correct email etiquette rules have to be followed by keeping in mind:

Professionalism: by using proper email language you convey a professional image.

Efficiency: emails are instant and get to the point and thus are much more effective than poorly worded messages.

Protection from liability: By committing yourself to writing, you can save yourself from potential liability. Verbal communication can be without witness or proof but emails are a written record in the eyes of the law.

Emails have the power to make or break careers.

Email writing is a very popular corporate training workshop for the author and below are the important points covered in these trainings. Given below is an illustration that has been used to highlight the most common errors committed in email writing. Under each wrong point, the correct alternate has been given. The reader is well advised to keep these points in mind while framing emails and use the correct alternatives given below to write powerful emails.

A detailed analysis of these errors and ways in which we can remove these from emails, can convert average writing in high-impact email writing.

Frequently Committed Errors in Email Writing

Sample E-Mail with correct alternatives

(email from client to supplier)

From: RAHUL KUMAR (rahulxyz1234567890@gmail.com)

To: Sudhir420@niceteamz.com

Cc: team@teamz.com(

Subject: Systems (1)

Date & Time: Friday, April 1, 2017 4.30pm

Dear Sudhir,

The computers that you installed recently are not working properly. Send your technician immediately (2)

Rgds (3)

Rahul

(reply from supplier to client)

From: SUDHIR S. (sudhir420@niceteamz.com)(

To: rahulxyz@gmail.com

Cc: team@teamz.com

Bcc: legal@teamz.com (4)

(

Subject: problem (5)

Date & Time: Monday, April 25, 2017 1.20pm (6)

Hi (7) Rahull (8)

BEEN BUSY MAN! (9). GUD 2 HERE FRM U! U HAVE NOT CHKD IF THE CABLES R

PLUGGED INTO UR SOCKET ; (10) :&!!!!!!????!!!! ROTFL! (11)

I WILL CALL U LTR. C YA

SUD

Silence is not a response. Every email must be acknowledged.

Correct usage: Noted, I will come back to you by (date)

7.9 Topics to Avoid

7.10 Summary

Good Verbal skills are constantly tested in this competitive world. Whether it is a job interview or business meeting, CV or E-Mail, good writing skills enable an aspiring candidate or business professional to communicate their true potential. Meetings and social media are various forums for communicating verbally and these should be used professionally and to one's advantage. Good Business English further enhances business writing and phrases and idioms are a very good way of acquiring spoken English skills. Emails need to be framed keeping the 7Cs of communication in mind and the writer is advised to refrain from composing mails in flaming situations.

Knowledge Check

Get Ready for the Real World!

Hi Mike (senior in hierarchy)

How's you? How's the weather? Its hot this side OK anyways, I want you to understand my tech problem. For this you blame my team!! the software keeps rebooting on its own, dont know whats got into it.

CANT U DO ANYTHING FAST? J ;)

I want to call you so carry your mobile with your everywhere.

Tks

Arvind

Applied Knowledge

Build Your Vocabulary

Learn and use the Words and Business phrases used in this chapter to improve your Spoken English Skills:

CHAPTER 8

Verbal Communication-Part 2

Public Speaking & Presentation Skills

LEARNING MILESTONES

This Chapter will enable you to:

If you can't explain it to a 6-yr. old, you've not understood it yourself

– Albert Einstein

Speak only when you are sure that your words are better than silence

– Unknown

“Better Speakers make Better leaders”- Author

8.1 Overview

Public Speaking & Presentation skills are perhaps the most essential of all verbal communication. This is because if you can't explain it, you can't sell it. Right from show-and-tell in schools to in-office presentations to sophisticated product launches, leaders have used public speaking opportunities to showcase themselves and their talent. Steve Jobs' launch of the Apple products was a global event, still remembered and respected. Good speakers have an 'aura' around them. They are generally perceived to be more knowledgeable and intelligent than other students. One normally associates a good speaker with a great personality! An effective speaker will have a much greater influence on the world than a stammering bundle of nerves.

Irrespective of what you do or what you want to achieve, public speaking and presentation is always a necessary part of your path to leadership. Hence it becomes all the more essential to overcome all apprehensions and anxieties and instead embrace any opportunity to so speak.

8.2 Public Speaking is Private Speaking

Public speaking is not just standing on a stage and making presentations or speeches. In fact, we all are constantly public speaking. How? Private speaking is what we do all the time. Answering phone calls, making requests, sending out mails, looking at instant messaging, speaking with our family, appearing for interviews, announcing our achievements, and so on. Speaking in everyday life is private speaking. It's what you do anyway without realizing it! Thus, every speaking opportunity is an opportunity to become a better public speaker.

8.3 Student's Perspective

Like it or not, every student has to speak in public at some point or the other. Whether it is presenting their project work, interacting with their peers or teachers, appearing for group discussions or job interviews or excelling in the real world, students from all streams need the all-important public speaking skills.

8.4 Professional Perspective

Public Speaking makes professionals in an organization stand out over their peers. Great visibility often results in greater growth. Shy or reticent people often get overlooked for promotions or good projects. People are generally put off by professionals who don't speak well. Corporate professionals, doctors, lawyers, architects, self-employed entrepreneurs have to constantly interact with their clients and employees, vendors and teams in order to manage them and sell their services. This is possible in today's world only by good speaking skills.

8.5 Glossophobia

Glossophobia is the Fear of Public Speaking. A recent study showed that Glossophobia is the Number 1 fear in the world. Most people in the world prefer death over speaking to a crowd!

That's why only five percent of people are capable and willing to speak to an audience. The question is: Why are those five percent ready, willing and able to take the platform, while the others shrink with the fear of speaking? Statistics show that the fear of speaking is greater than the fear of death.

Due to this fear, valuable opportunities to organize, to debate and speak, to display leadership qualities are lost.

Lack of communication skills creates negative emotions which invariably hinder academic and personal growth.

To the average person, if you go to a funeral, you're better off in the casket than doing the eulogy

– Jerry Seinfeld

This fear of Public Speaking affects 90% of all people. This means that you are not alone. If you feel butterflies in your stomach or have sweaty hands or racing breath before a presentation, you are not alone! Others feel the same as you. That's why it is a golden opportunity to train yourself to become a better speaker and thus attain an edge over others.

8.5.1 Keys to Overcome the Fear of Public Speaking

Have you ever felt shy or nervous before a presentation? Do you feel uncomfortable while speaking in front of an audience even if they are your colleagues and friends?

Fear of speaking generally emanates from fear of being judged by others. Often being in the limelight or the center of attraction makes people uncomfortable while making presentations. This reflects in their lack of confidence. One feels that any small mistake will get highlighted and reflect on their future relationships.

But it need not be so. Stage fear and anxiety can be conquered. The ability to speak in public with ease, confidence and poise is not in-born. Public speaking is a skill and like all skills it can be obtained with organized training coupled with practice.

While it's true that speaking comes naturally and confidence, eloquence comes through practice. Great speaking skills are rarely due to talent; great speaking skills are taught. Here are some easy and practical ways to overcome fear of speaking, be it in a social setting or professional presentations.

Practice is the best of all instruction

Being prepared for a speech, you should calm your anxiousness and nervousness the most. Planning and preparation are the start of good public speaking and involve extensive practice. The old saying that 'practice makes perfect' is most truly in public speaking. A survey on Olympic Gold medalists showed that the single most important factor in winning a gold medal is practicing longer than one's competitors. Practicing speaking can be done in the following ways

If you want me to speak for five minutes- I need two weeks to prepare.

If you want me to speak for an hour- I need a week to prepare.

If you don't mind how long I speak, I'll get up now and do it now'

Due to anxiety, the body goes through a psychological stress. This stress can be positive or negative. Yes, Stress can be positive as well. This is called Eu-Stress. The negative stress is called Distress. Athletes and top performers convert their negative energy into positive. Everyone admits to feeling a bit nervous. But by self-talk and self-belief, they feel Eustress. The body triggers a fight-or-flight response. Ensure that you will yourself fight! Tell yourself: this will be a good presentation! You will encounter success

FEAR gives you two choices:

Feel Eager And Ready

OR

Forget Everything And Run

Leaders take stressful situations head-on. They don't run away,they fight. and emerge as winners

Mark Twain said: There are two types of speakers: "Those who are nervous and those who lie!"

This is very true. Almost all leaders, from Robin Sharma to Mahatma Gandhi spoke about their fears when they started public speaking. But with practice they gained confidence. One can see Sachin Tendulkar and MS Dhoni's interviews from their initial days when they started first playing. And can you see the difference in confidence when they speak now! Fear is normal for almost all speakers. It is normal to experience some tension

and anxiety in the first 10-15 seconds of the presentation. But this will eventually go away leaving you to enjoy yourself as a confident speaker.

The audience admires a person who speaks despite being nervous. But you lose their respect by apologizing for not being prepared or for being nervous.

Tip: Arrive early at the venue. Give yourself time to settle down and get familiar with the surroundings. Talk to some of the participants prior to the presentation. For job interviews especially make sure that you arrive at least 30 minutes prior to the interview. This will give you, time to settle down

Creative visualization is a technique used by elite athletes, the super-rich, powerful leaders and speakers from all walks of life. Basically, it involves imagining yourself in a place where you have succeeded and the world is applauding you. That place is called the 'sweet spot'.

The Visualization technique basically implies that you have an awesome power within you that you have never been taught to use. The daily practice of visualizing your dreams as already achieved can greatly accelerate your realization of those dreams. Visualization activates the law of attraction, thereby attracting into your life the people, resources, and circumstances you will need to achieve your goals.

Tip: Sit in a comfortable position, close your eyes and imagine looking at your goal as if you already reached it. Imagine being inside your mind, looking out through your eyes at the ideal result. The best time to visualize is when you first wake up, and right before you go to bed. These are the times you are most relaxed. Do this for at least 7-10 days before an important speech or event.

According to Leeds, every audience has a Self Interest Motive. It is the motive of their audience and use it to their advantage. DSIM is basically the need in every person that is waiting to be fulfilled. Every person in the audience is expecting to gain something from your speech. It could be knowledge or monetary gain or inner peace. Whatever it is, if your speech is tailored to your audience's expectations, they become friendlier and respond positively. This alleviates fear and makes the speaker most confident.

Don't just make Eye contact. Make Heart contact

Speak about something you believe in. When you are passionate about a subject, your sincerity shows in your speech. The audience responds very favorably to personal stories and experiences and this again helps the speaker to become more confident. When you speak about a subject that you care about, your body language becomes more positive.

Different speakers have devised their own unique ways to overcome stage fear. Winston Churchill the famous politician used to imagine his audience as naked! This made them seem less serious in his mind. Others imagine the audience sitting on a commode. Yet others think of some loved one or think of a funny video prior to their speech. Find whatever works for you and use it to your advantage.

Tip: Remember that your audience is just as human as you. Don't make them into something bigger in your mind than they are.

Think of the audience as your friends. Often, we tend to think of public speaking as a high stakes event wherever we will lose our reputation of getting a bad name if we make a bad speech. This however is not true. The truth is that your colleagues who are your audience will continue to remain your colleagues and friends. They will be in a similar position when it's their turn to speak. Hence people are generally sympathetic and rooting for your success. Think that your audience wants you to succeed and your relationship with them will not change after your speech, irrespective of the outcome.

Work on your voice. You are born with the voice you have but you can always improve its quality by working on pitch, intonation and volume. Bring variety in your voice. Learn to breathe deeply before every speech. It not only helps your voice but it also helps you to relax and calm your nerves. Breathing in fact is a very good way to bring pauses into your speech if you speak too fast out of nervousness.

Do some loosen up exercises before it's your turn to speak. Look side to side. Touch your head on either shoulder. Work out your arms in half-circles and roll your shoulders back. Loosen your lips. Stretch your jaw wide.

Guys, when I said please relax, I think you took me a bit too seriously

8.6 Making the Presentation

Successful presentations are nothing but ways of presenting information to influence and convince others into believing what you want them to believe.

A good presentation is much more than a bunch of slides thrown together. Often presentations fail because of the presenter's lack of preparation or ability to connect with the audience. The lack of effort and commitment shows in a hurriedly made presentation and this can adversely affect careers and relationships.

Effective Public Speaking and Presentation Skills require to ensure that your message actually appeals to your audience and that they are motivated enough after listening to you to actually do something about it.

8.6.1 COPTA-The Powerful Presentation Method

A presentation is generally the most effective mode of communication with a group of people as it allows the 'presenter' to interact personally with the 'audience'. Even if it is through the medium of video rather than face-to-face, still presentations are personal events. The audience in turn has the opportunity to interact with the presenter on their topic. This makes it essential for individuals to make that presentation count, to be passionate and motivating to get the desired results.

A good presentation is result oriented as it focuses on the outcome as much as the actual delivery.

COPTA is a very impactful and powerful technique to ensure that the presentation is made and delivered effectively. A good presentation needs to be a COPTA presentation.

Use the COPTA method as a checklist to ensure that the presentation is complete and delivers the message in the most exciting and imaginative manner. COPTA stands for:

Connect with the audience is the rapport that you share with them. That personal connection which makes your audience feels that you are one of them and you want to better their lives in some way by informing, educating, displaying, launching or whatever the purpose of the presentation is.

Connection with the audience is very important. Different people need to be handled in different ways. The following are some fundamentals, which need to be kept in mind irrespective of the audience we address.

Throughout the presentation, try to put yourself in the audience's shoes. Ask not 'What do I want to say?', Rather 'what do I want them to hear?'. A client does not want to hear the obvious features of your product. They want to hear the benefits of your product. Once you make the connection between the product and their lives, the sale is made.

Convince your listeners

Don't talk to Inform...Talk to Convince

Your goal in any presentation is actually very simple: you must convince your audience to act upon your message or adopt your point of view. The four rules of reaching that goal are:

Grab their attention

Make it easy for them to understand you

Establish common ground for agreement

Show them how your message benefits them

Case in Point: If you want your audience to quit smoking you have to give them good reasons. And just by saying that Smoking is bad, no one will be convinced. Instead by showing graphic visuals of people with cancer due to smoking, alarming statistics and giving some personal examples, the audience realizes how close they are to premature death if they don't quit. Scare them into quitting! Use that as a technique rather than giving information and figures which don't resonate with them.

Your Presentation must be Personal, but the benefits must be universal.

We must define aim and objectives accurately and write them down. The outcome that we desire from the presentation will determine our ability to relate to the audience. Our audience will have some objectives too. It is our duty as speakers to fulfill those objectives

8.7 Handling Difficult Questions from audience who are still not convinced

Most speakers like to present and sit down without having to face the audience again. However, your audience will need more convincing, especially if they have questions and queries. It is the duty of every speaker to answer their audience queries to their satisfaction

The 3 biggest fears of a speaker regarding questions are:

What to do when someone asks you a question?

Every presentation must have 3 parts:

Introduction

The Middle

The Conclusion

While this may sound very obvious or basic, it is surprising how often presentations get spoilt due to lack of proper organization. The solution lies in using the Talk Organization Formula (TOF)

8.8 The Talk Organization Formula

Also known as the Magic Formula, it is an excellent guide for speech organization. This is very helpful due to the fact that as the speaker you are the driver who has to take the audience on a journey. The driver cannot be lost or take the long route, as this will make the audience bored or negative. Instead, the speaker must show that the speech or presentation is a logical flow of ideas. This gets the speaker credibility and respect.

The Talk organization formula enables you to:

THE FOUR PARTS OF THE FORMULA

Case in Point: Sample Speech based on the Talk Organization Formula

Topic: Sports in India

Example: Talk about famous Sportspeople of India: Sania Mirza, PV Sindhu, Virat Kohli, Abhinav Bindra, etc.

Proposition : Why does India not produce large amount of sportspeople? We are responsible, We are not a sporting nation, we don't run or play, no sports culture in the country, poor facilities, no money in sport-Youth has different aspirations from previous generations.

Solution: Be active- love your body-involve youth, like other countries have talent nurturing programmers starting in schools, more exposure-love your country.

Benefits: Healthy, happy nation, alternate careers, more opportunity for retired sportspeople, more money, Laurels for the country.

1. Preparation

Good Preparation shows in the ease with which the audience can relate to your presentation and consequently the ease with which the speaker can present.

A presentation without struggle, strain or stress is an ideal presentation that the speaker has prepared well.

Tips for using PowerPoint and Similar Software

Tip: Your audience can read faster than you can speak. Putting a lot of information on the slides will divert the audience attention and they will begin to tune off from your speech and instead start reading. So, always have just a few keywords on the slide and then proceed to explain and elaborate on those keywords.

1. Timing

Have you ever sat through a speech or presentation wondering when the presenter will sit down? Presentations that are too long tend to drag on forever and bore the audience.

In presentations, being boring is a sin.

Adherence to time shows respect for the audience and nothing can impress an audience more than being shown respect

1. Appearance

First impressions matter a lot in effective public speaking. Your audience will often assume how you will be presenting, by the way you look. Hence it is very important to look your best. However, looking your best is not just paying attention to your clothes. It is the overall package of your body and mind. The following need to be kept in mind:

“Dress maketh a man”- Shakespeare

8.9 Becoming a charismatic speaker

A few simple steps to build charisma

8.10 Platform Presence and Personality: The Physical aspect of delivering the presentation

Your body language and attitude play a big role in not only appearing confident but also putting the audience at ease. How you say it is as important as what you say.

How you carry yourself says a lot about you and your state of mind. Remember that the self-confidence is contagious. If you appear confident, your audience will express confidence in you as well.

The following should be kept in mind while delivering the presentation:

Tip: Mentally divide the room in 3 parts. Focus on 1-2 friendly faces in each part and look at them alternately throughout the presentation.

8.11 Summary

All of us have to do public speaking to succeed. So instead of running away, we should try and acquire this important skill. The number one requirement to become a good public speaker is to practice constantly. Ensuring that the occasion, audience and location are all under control. Define your aim and objectives; gather the required materials and visual aids.

Organize your speech according to the Talk Organization formula.

Speak loudly and clearly. Speak in terms of the other person's interest and speak from the heart. Observe great speakers like Obama and Amitabh Bachchan. Finally, don't be disheartened if you don't get success at first. Believe in yourself and look for opportunities to speak.

Knowledge Check

Get Ready for the Real World

Ramesh Yadav, a General manager at SBI met his friend Stanley, a soft skills trainer and shook his hand and said. "I have a problem I want to share with you: I am good at making prepared presentations and speeches. But, in office, when someone asks me to speak without any preparation, I get equally nervous and flustered. At social occasions, I don't like to meet new people as I feel shy and I don't know how to start a conversation".

Stanley said: "That's perfectly normal. Don't worry; speaking without preparation or impromptu speaking as it's called is not easy. It comes with practice."

"So how do I practice? Can you tell me a trick to make impromptu speaking easier?"

"Yes" Stanley said: "POST IT!"

"Post it? What's that?" asked Ramesh?

Stanley said: Connect with your audience through...

Speak with confidence anytime and anywhere by following the above principle. By POST IT framework, you can talk to anyone, anywhere. No more anxiety of meeting or talking to strangers.

Applied Knowledge

Build Your Vocabulary

Learn and use the Words and Business phrases used in this chapter to improve your Spoken English Skills:

CHAPTER 9

Non-Verbal Communication

LEARNING MILESTONES

This Chapter will enable you to:

“You haven’t got dressed till you wear your smile”

“Actions speak louder than words”

“He who does not understand a look will not understand a long explanation either“

9.1 Essentials of Non-Verbal Communication (NVC)

Non-verbal communication is the use of mediums for transfer of messages without using words. Body Language is the most commonly understood definition of NVC. The way we stand, look at others, our posture and walk, our smile; the clothes we wear, the vehicle we drive, or the office space we occupy; all communicate ideas to others. Telling others what we want or how we are feeling without speaking is the essence of nonverbal communication.

Non-verbal channels are the ones which seem to be least aware in ourselves, but most aware in others.

Some examples of NVC from our day to day life: “The boss is in a good mood today.” “She is frowning...looks angry because we lost that contract.” “See how her team is looking so worried and feeling scared.” “How do you know that? How did you communicate that?”

People communicate many messages to others by their actions, facial expressions, gestures, body language, and other characteristics without speaking or writing.

Your non-verbal behavior should be in sync with what is verbally communicated to the others. In other words, act in a way which shows that you are consistent with what you say. For example, in a job interview if you wish to highlight some achievements proudly, your body and behavior should reflect this.

Case in Point: Aarush is appearing for an on-campus interview with his dream software company. During the interview the interviewer casually asks him about his experience with organizing the Annual college fest. Aarush had spent almost 3 weeks hunting for sponsorships, chasing celebrities to perform. In fact he was the Head organizer of the entire event. It was a huge feather in his cap when the chairman of the board of trustees took his name at the closing ceremony and congratulated him on stage for such a successful event. He mentioned this fact in his CV as well. However, when the interviewer asks him about his experience, Aarush looks disinterested and bored. He does not appear to be smiling or excited while talking about it. His pride in his achievement does not seem to be in line with his face and body expressions. The interviewer even tells him: “Aarush you don’t seem happy at having organized this event.” The end result is that Aarush does not get an offer. He realizes later that he should have been more animated, lively and excited as the interviewer was trying to evaluate his leadership skills. He understood that extra-curriculars related questions are as important as technical questions in job interviews.

The central idea is that What you communicate non-verbally to others can be as important as what you communicate verbally.

Positive and Negative Non-Verbal Communication

A positive example of non-verbal communication is illustrated by a manager greeting his team who have delivered an important project within budget and timeline with friendly eye contact, a smile and a pat on the back for some of the team members.

A negative example may be illustrated by same manager, body totally rigid and erect, lips closed, breathing fast, unsmiling, eyes narrowed, arms tightly folded and head shaking from side to side. The team automatically comes to know that something is wrong today!

It is important to be aware of the messages you are sending to your team by your behavior. Make sure you communicate both verbally and non-verbally the messages you want your players to receive.

9.2 Importance of NVC

It is also important to understand the non-verbal communication of others as it is easy to be misled or confused their body signals. For example, a team member smiles during a team meeting: is the person laughing at the manager? Amused with the idea that the manager just gave? Or thinking of something funny that happened at home? The manner in which the manager interprets that person's actions will determine their reaction. And if this interpretation is wrong, then it can lead to misunderstanding and conflict.

Often, when verbal and non-verbal communication give out different messages, we tend to believe the non-verbal, mainly because we realize that most non-verbal behavior is involuntary and unconscious, difficult to control and, therefore, displays what the person is actually feels inside.

9.3 Types of Non-Verbal Communication

Non-Verbal Communication is not about just using the body to communicate. In fact, we can use our immediate environment for communicating non-verbally. Remember when we were in school, how we used to use objects to 'reserve' our space or territory? For example, placing a handkerchief or water bottle on a seat to reserve that place for a friend on the bus going for the school picnic. That object was unspoken communication which told the others not to sit on that seat. The various types of NVC that we normally exhibit are:

Silence

Space & Territory

Touch

Body Language

Eye Contact

Listening

Silence

You prepare for days for a presentation. You practice hard and when the D-Day comes, you think you have made a fabulous speech and you ask your audience to ask any questions – The response? Pin-drop silence!! How would you feel as a speaker? What will go through your mind? All those fears and insecurities get creep up into the mind and dents the self-confidence? That is the negative power of Silence!

The popular saying goes: "silence is golden". But in this case, you want anything but not silence, you need some feedback, applause, questions, anything but not the torturous silence!

We are social creatures and we are constantly seeking approval and responses from others. When we don't receive this desired response we become insecure, and make actions to get some response or some feedback from society. We treat that feedback as validation and approval for our actions.

Solitary confinement is one of the worst punishments that can be inflicted upon another human.

Silence builds walls and walls are barriers to communication.

A long period of silence may be ok for some people in certain circumstances, but at times it can be embarrassing, awkward and even rude. It could suggest disinterest, boredom, rejection, disagreement, agreement.

Business Communication demands that every message or communication needs to be responded to. If you cannot reply immediately then ensure that you provide some acknowledgement. Some ways in which you can do this are by writing 'received' or 'noted' or 'will come back to you shortly', and then followed by with the action. Lack of response leads to miscommunication. Avoid silence in business communication. In the professional world, silence is not a response.

Case in Point: Whenever Shreya makes a mistake, her manager screams and shouts at her and the team. He is a very volatile person and makes his feelings known. Over a period of time, the entire team has come to expect this behavior and take it for granted. But last week, there was an obvious error in her report and she went to office fearing the worst. She expected another shouting. Instead, her boss was quiet and maintained a silence around the office. He just didn't say anything. His silence bothered everyone and they were very confused how to react. No one knew what to say or do. The silence was a mystery to them!

Space & Territory

Before we try to understand the movements of the various parts of the body, we should first examine the space in which that movement takes place.

Space can be used in the same way as silence and time can be used as communication tools.

We have seen animals, marking their territory by showing aggression or using their body movements. We humans are very similar.

Concept of Personal Space

Every one of us has our own concept of personal space. Physical space is the physical area surrounding our bodies that is also a part of our bodies. When another person comes into this space our body responds with a stimulus. This could be in the form of acceptance, acknowledgment, repulsion, aggression, or any other emotion. The kind of emotion that our brain exhibits is determined by our relationship with that person. We let some people get close to our bodies while we hate it when others come that close.

This personal space also extends to objects that we call our own. If someone borrows something that belongs to us without asking we feel a sense of irritation. This is called 'invasion' of personal space.



Case in Point: How would you feel when someone invades into your territory?

Example of an executive who is thinking: My chair in office. It doesn't belong to me. I haven't bought it. It belongs to the office. It is their property. But it is mine. I have been assigned that chair. It is my personal space. My identity, my position in the hierarchy, my seniority is tied to the chair. I feel violated if anyone uses my chair without my permission. I feel they have used a personal item of mine! Why do I feel this way?

Appropriate Distance

So then how do we determine what is the appropriate distance that we should keep with other people. The below illustration is helpful when interaction with another person, be it in a social, personal or professional setting.

Touch (Haptics)

Touch is probably the earliest form of communication. Before language was developed humans used touch to communicate. Persons who are unable to speak use touch and sign language as a communication tool. Touch has the incredible power to reverse negative emotions.

The study of touch as nonverbal communication includes:

Handshakes

A pat on shoulder

Holding hands

Sign language

Self-touch

However, over a period of time our society and culture has introduced inhibitions or rules related to touch. Some of these rules are necessary and these are:

Handshake

Handshake is an integral part of one's personality. A firm handshake accompanied with good eye contact and an occasional touch of the arm and smile can solve even the most complex misunderstandings. A good handshake can greatly improve first impressions.

Body Language

NOT Body Language. Your Body as Language

Body language is the language communicated through posture, clothes, gestures and facial expressions. It is the unspoken communication that goes on in every encounter with another human being. It tells you others the true feelings towards you and how well your words are being received. Body Language is the sum total of various parts of your body and etiquette that you use to communicate with others. A powerful or strong body language is interpreted as confidence and weak body language is considered a sign of a weak personality!

Parts of Body Language

Features of Powerful Body Language

A survey conducted by the author and the resulting interviews with top leaders, managers and coaches revealed a few common body languages features that good professionals display:

“The eyes are the mirror to your soul”

Essentials of Eye Contact

Our Head and Body language

We shake our heads up and down or from one side to another. In some cases, it is done at different speeds. There are many reasons and implications. Could be a yes, no, go on, I want to intervene and speak, encouragement, disagreement, agreement and so on...

Case in Point: Indian 'wag' of the head

Generally, we humans move our head up and down to indicate agreement and from one side to the other side to indicate disagreement. But foreigners are often confused when interacting with Indians who move their head 'sideways' with the ears almost touching each shoulder alternately. This is a confusing gesture that can be a 'yes' or a 'no'. Here the listener has to understand the communication not just by looking at the head but also by facial expressions and other sounds. These are some cross-cultural situations that create confusion due to non-verbal communication

Posture

People from the Defense forces can be spotted a mile away. Erect shoulders and straight back, with a brisk walk and purposeful gestures give an impression that they are confident and Self-assured persons. This discipline is ingrained in their rigorous training because stooping shoulders give an impression of an under-confident person. And under-confident people are soon defeated by their enemies!

It is the same with others as well. A confident, upright posture shows your state of mind and conveys to the other person that you are ready, able and confident to do business with them.

Mirroring

Two people talking to one another, standing in the same pose indicates that they are in agreement with each other, they like each other. For example, if one person is speaking with their head slightly bowed and hands folded, this is the mirroring technique.

Tips to demonstrate powerful body language

Be Energetic! Don't be lethargic or slow.

Display variety in your gestures. Try and mix it up so that you don't come across as boring or monotonous

Exercise and stay fit: A fit body shows a healthy mind. That's the impression that you give out by being physically fit

Don't keep touching yourself.

Maintain appropriate distance and eye contact.

Pay attention to your posture and fitness

Dress and Grooming should be modern and appropriate.

Listening

"We were given two ears but only one mouth,

because listening is twice as hard as talking."

The True Meaning of Listening

Listening is the most important and underrated communication skill. In fact, when majority of people are asked about areas of improvement in their personal development, they rarely mention listening. In the author's experience with corporates, listening is a skill that can propel professionals to the top positions. In our quest to consume data and get connected digitally, we have stopped practicing the art of listening. But the fact is that whoever master Listening skill, will succeed in the real world much faster than their competition

Most people tend to be "hard of listening" rather than "hard of hearing."

What then is listening.? Listening means not just hearing words using one's ears. It is a process involving the mind and body, which involves a more sophisticated mental process than hearing; It means, acting upon the words being heard, giving feedback with due consideration and showing empathy, respect and courtesy to the speaker.

Ways to become an effective Listener

Good listening is a difficult communication skill to learn well. Like all skills, it takes practice to be a good listener. The following techniques can be used to improve your listening skills.

The difference between being a good listener versus a great listener is using your heart in addition to your eyes and mind while listening.

Hearing v/s Listening

Many times, we tell another person: Can you hear me? Other times, we demand: Are you listening to me?

Have you ever wondered why we use two different words for two different situations? When both the times, we want the other person to have absorbed our words? The difference is that by hearing us the other person has only allowed our words to enter their mind. It is like sounds coming in. Hearing is just a small part of Listening.

When this hearing gets converted to listening, the sounds take on the shape of a coherent message. We understand, give feedback and act upon those sounds. That's the magic moment when hearing become listening

Case in Point: Avinash is getting really agitated. Another team meeting has come and gone and still the project is behind schedule. His immediate assistant Raghav is in charge of circulating the minutes of the meeting. However, the minutes are often incomplete. Raghav seems to be taking lots of notes but when the minutes are emailed to all, important information like next steps are omitted. He always says sorry and resends but it makes Avinash look unprofessional with his bosses.

On the next team meeting Avinash observes Raghav. When a person is presenting, Raghav appears to be writing. But when Avinash asks to see his notebook. Raghav is reluctant. With great coaxing he shows his notebook to Avinash who is shocked to see doodles and cartoons filling the pages instead of the team meeting notes. No wonder, Raghav keeps making errors in his team notes! After the meeting, Avinash speaks to Raghav and asks him for an explanation. Raghav says that he gets bored in meetings as no one asks him to contribute. He is made to sit at the end of the table far away from the presenter. This makes him sleepy. Avinash hears him out.

In the next meeting, Avinash makes it compulsory for all those who are present including Raghav to say something, give feedback or make a presentation. No one is allowed to stay silent. Raghav is placed close to the speaker and given additional charge of assigning the order of speakers. This time, Raghav takes brilliant notes. He tells Avinash later that because he was giving feedback, speaking and placed closer to the speaker, he was more attentive and hence was less distracted. Previously he would hear the words and slowly all words would become a boring.. Now, each speaker seems different and this makes their message more interesting. He has actually started listening!

Hearing is like breathing, it is an automatic process. It is physical in nature.

Effective Listening is a skill which can be achieved only through Practice. It is intellectual in nature.

How to Improve Your Listening Skills

If a friend or a colleague tells you about something wonderful that has happened with them, you usually interrupt with something similar that you have experienced. Another person comes to you complaining of a headache and you tell them about your relative who is experiencing similar pains. Rarely do we share joy or happiness or sympathize with others' pain. Rarely do we just let others speak.

The result is that people think that you are a selfish and a bore person who is absolutely uninterested in their lives. No one wants to associate with such selfish people.

People with Emotional Intelligence have great empathy skills. These people have exceptional listening skills.

Tip: To improve your listening skills, practice with those who are closest to you. Be conscious the urge to interrupt another person while they are speaking. When family members or friends share their thoughts and feelings, resist the urge to relate what you hear to one of your own experiences. Literally bite your own tongue just as you are about to interrupt. Let them finish their sentence and then speak.

The Golden Rule : To know how to listen to someone else, think about how you would want to be listened to.

Case in Point: Ridhima Singhania, an Industrialist's wife is very popular in her own social circle as well as in her husband's business network. She and her husband get invited to many parties and functions where she is a much sought-after guest. Her popularity has created many lucrative business opportunities for her husband.

One-day Saina, friend asked her: "Ridhima how is that you are so popular? Everyone wants to talk to you." Ridhima smiled and replied, Saina, you won't believe this but my conversational skills are directly related to my listening skills. As my listening skills have improved, so has my aptitude for conversation. The other day, Mr. Tata once complemented me by commenting that I had such great speaking and conversation skills and I was so easy to talk to. When in fact, I had not said more than 5 words but I had listened to him for more than 25 minutes!

9.4 Summary

Non-Verbal Communication is the sum total of the various body parts speaking to another person, without the use of words! It is an unspoken language that conveys complex thoughts. Body Language can be as effective as verbal communication in conveying our innermost thoughts, feelings and emotions. Silence and touch are extremely useful tools, especially as negative reinforcement. We need to listen with all our being, so as to become the popular and gifted communicators that we aspire to be. Correct Body Language helps to build relationships, solve problems, ensure understanding, and resolve conflicts. At work, effective listening means fewer mistakes and more productivity. At home, it helps to build bridges, reduce generation gap and helps members to solve their own problems. In this age of social media, listening builds lasting friendships and careers.

Knowledge Check

Get Ready for the Real World!

"Are you listening to me young man", Professor Sivaram shouted!

Harmeet sat up with a jerk. "Y.y.es sir!" He shouted back.

The entire class laughed. Once again Harmeet had been caught doing daydreaming in his MBA class.

"Can you repeat what I just said? Why are you staring at me like that for 15 minutes? Get out of class if you don't want to pay attention."

That evening in the market, feeling low and dejected he met his friends Tina and Akash who had just started as interns in a multinational food chain recently.

They exchanged their stories of the day! "What? You too cried Tina? Can you imagine yesterday Akash got a shouting by our supervisor and today I was reprimanded for the same thing. He said we don't listen! What does that mean I don't know she cried! We hear whatever he is saying but he speaks so fast and gives so many instructions to us that sometimes the customer's food order gets messed up."

Akash who was in the HR department said: "My boss told me to file the salary slips for the month but I heard that he wanted me to scan the salary slips. I spent one full day doing that and he shouted at me for wasting time in the office!"

Ahmed, their common friend was listening to this talk. He said, "It's strange that my uncle Anoop who is a communications teacher at First Personality was telling me that effective listening is such an important communication skill but it's a skill that almost none of the people he meets possess. Let me call him now!"

Anoop agreed to meet them at the market. They sat at a coffee shop and once he had heard their complaints, he said. "You know you all are making the classic mistake that almost everyone makes: You are confusing hearing with listening."

"But they are the same thing" Ahmed cried!

"No, they are not" said Anoop. "Hearing is totally different from speaking."

"Hearing is simply the act of perceiving sound by the ear. Listening, however, is something you consciously choose to do. Listening requires concentration so that your brain processes meaning from words and sentences. Listening leads to learning.

Many times, too, as soon as the other person starts speaking, we're busy preparing our answer before they even have 10 words out of their mouth.

Anoop said: "Harmeet: Do you know that by Effective listening you can attain academic success? You can improve your marks by 25%! Your professors will take you more seriously. If you have any queries, they will go out of their way accommodate you. You won't need to keep running here and there to have your queries answered."

He continued: "Tina and Ahmed! You can have a better relationship with your boss by listening effectively. He will be more receptive to your request for leaves and extra facilities. He will go out of his way to give you good appraisal.

'That's true' said all 3 glumly! 'But why does it happen to us only' asked Ahmed? 'Why do others seem to get ahead and while we are constantly told that we don't listen properly.'

'You will be surprised said Anoop. Lack of listening skill is one of the most common issues that people have in their soft skills. Most employers who are quizzed will lack of soft skills as a primary problem in employability of the potential candidates.'

"There is no other way! If you don't start to practice effective listening, you will forever find yourself at the receiving from your superiors. Do you want to spend the rest of your life getting shouted at and eventually be left behind in the race of life?"

"No!" they all cried in unison.

"Then learn to listen", Anoop said.

Applied Knowledge

Build Your Vocabulary

Learn and use the Words and Business phrases used in this chapter to improve your Spoken English Skills:

CHAPTER 10

Level 2: Career

Leadership, Professionalism & Creativity

LEARNING MILESTONES

This Chapter will enable you to:

Leader is one who sees more than others see, who sees farther than others see, and who sees before others see."

"Kites rise highest against the winds...so do leaders"

One of the tests of leadership is the ability to recognize a problem before it becomes an emergency.

Leadership is probably the Number 1 quality that most people aspire to possess in their lives. Whether it is in college, at work, in business or in one's family, leaders are respected and revered. We look at Leaders in our lives and get inspired by them. And wish that we too developed their characteristics. Millions of Books have been written on the subject of Leadership. Blogs, texts, audio-visual media, internet provide vast information on how to become leaders.

We want to be Leaders. In fact, more than desire it is the realization that it is indeed Leadership that will help us to beat our competition. How do we stay ahead of the pack? How do we ensure visibility for our efforts? The answer is simple: By becoming Leaders.

10.1 What is Leadership?

Leadership is the process of inspiring others to give their best to achieve a desired result.

It is about getting people to move in the direction which they want, gaining their commitment, applauding their achievements and motivating them to realize their goals.

10.2 Everyday Leadership

One question that most people want to know is: Are leaders made or born? The answer is that Leadership can be acquired through observation and practice. This is possible by understanding the concept of Everyday Leadership. Often, we are given examples of famous people, living or dead who have led an inspiring life. Their deeds and actions are quoted to motivate and energize us. However, we find that we fail to make a connection with them. People who we haven't met or will never meet are like characters of a movie. We see them but can't get to know them. We cannot know what made them do the things that they did. Biographies and books written on these celebrities and historical figures don't allow us to go into their minds. Simply put there just isn't any connection. Then how can we be inspired by them?

On the other hand, there are people in our lives who we live with. Work with, play with. Parents, relatives, family friends, social contacts, professional colleagues or people within the organization. They may belong to different strata of society. Someone may be a manager; the other be a cleaner. But they sometimes perform a task or do something that makes you go Wow! A task that no one else wanted to do, they do! Against all odds they succeed in the same environment and variables that you operate in. You wonder how they do it! And they are around to tell you. Show you. Demonstrate to you. They are everyday leaders! And they demonstrate the power of everyday leadership.

From the Chairman to the Doorman, everyone can be an inspiring leader

We don't have to go far to see everyday leaders. They are all around us. A parent who defies all odds to educate their child. A girl from a small town who rebels against societal norms and prejudice to appear for her civil services exam and clears it with flying colors. Everyday leadership is at hand. It is a constant presence in our lives. We just need to be aware of such leaders and pick up the best qualities from them. In this way, leadership becomes accessible and practical to learn.

Case in point: Sudhakar is a peon in a small company consisting of the owner, his son and about 20 employees. It is a very profitable trading company. The owner Mr. Gupta is uneducated but a self-made millionaire with a sense of fair justice towards his employees. Over a period of time, Mr. Gupta appears dissatisfied with his employees. He feels they have started taking their jobs for granted. And they are not putting their best. These same employees who used to work day and night in the field are now becoming complacent.

One Monday, the employees come to office and see a chair placed in the middle of the entry to the office. They are puzzled but one by one they punch in, and enter the office by squeezing past the chair. The chair is clearly blocking the entry but no one bothers to find out why it's there. Mr. Gupta is watching from his office. Sudhakar comes a little late on Monday and he too squeezes past the chair.

The next day the chair is still there and one by one everyone goes through the same routine of going around the chair. Sudhakar comes in and this time he does something about it. He actually lifts the chair to remove it from the entry. Just as he lifts the chair, he sees a INR 2000 note under the chair. He keeps the chair near a table and the entrance is now free from any obstacle. He takes the 2000 note to Mr. Gupta and tells him he found it under the chair. To his surprise, Mr. Gupta takes him out to the main office area and announces: "Sudhakar has just received an INR 2000 bonus from me." Everyone is surprised why? Mr. Gupta continues: "Since yesterday there was an obstacle for coming the office. Everyone avoided the obstacle but no one removed it. Sudhakar is the only person who removed the obstacle for everyone else to walk unaided, without being told. He is a true leader." The others were a little ashamed but the message that Mr. Gupta conveyed was driven home so effectively.

Sudhakar proved to be an everyday leader for them.

10.3 How do Everyday Leaders Motivate others?

1. Inspire

Everyday leaders show that it is possible to do something if one applies their mind to it. They motivate by their vision and make sure that this vision

is achievable.

Case in Point: Dhanush's father works as a tailor in a small factory. Despite humble background, Dhanush did menial jobs to support his family and got a job in a computer hardware shop as an office assistant. When the electricity would fail at night, he would go under a street lamp and study. He completed his education from an open school and IGNOU correspondence and received a scholarship to do his MCA. Despite his poor English skills, Dhanush was selected in a multinational due to his technical skills. He is a star employee today and does not hesitate to share his story with others. He tells others from vernacular backgrounds: "If I can do it, you can also do it!" His colleagues are inspired by his grit and cheerful disposition despite having led a hard life.

1. Influence

Leaders have the knack to get people to do what they don't want to do. They set boundaries and timelines, which are achievable, and once these are achieved, they develop a reputation that influences others. Their reputation precedes them.

Case in Point: Sejal is a homemaker in a small town in Gujarat. She studied in a local school and married at an early age into a traditional and conservative family. Sejal is meticulous and disciplined. She has a sharp memory and doesn't forget names and dates easily. She realized this early on and reads books and sees shows on the Internet to develop her memory. She is expert in mental maths. Once she completes all her household activities, however tired she is, Sejal does the kitchen accounts and reconciles the finances. So, over a period of time, her very strict father in law, who never lets even his sons to touch his finances, and never trusted the stock market, too relies on her sense of numbers and gets Sejal to make some investments in shares and stocks. Sejal with her shrewd mathematical ability has bought several shares for him, which is paying rich dividends. Now, not only her father in law but also their neighbors ask her for stock market advice. The common refrain in the area is: if Sejal has recommended it, then it must be good. No point doing any more research on this.

Such is her reputation! A true self-made leader.

1. Stimulate

Leaders have an in-built radar that senses when something is not right in their immediate circle. They are sensitive to changes in their immediate environment and immediately senses when something has changed or something is not right. They don't ignore it or sweep it under the carpet. Instead, they get to the root of the problem and don't rest till the issue has been resolved. Not only that, everyday Leaders stimulate, urge, provoke and energize everybody around them. They push people to perform much beyond their capabilities. They continue to perform and raise the bar for themselves and for all those around them.

Case in Point: Vikrant is a sales professional on the fast track in his organization. He is rising fast in the company and tipped to be the future CEO. He is usually in the field, meeting clients and making big-ticket sales. He visits the head office once a month to give a presentation to the MD and the Board. Every month he enters the building and the guard greets him with a cheerful 'Namaste Sir!' Vikrant nods back and usually moves on without exchanging a word.

The next month Vikrant comes into the Head office lobby as usual and there the guard. Vikrant passes him and enters the elevator. However, at the last moment he changes his mind. He steps out. His colleague calls after him, but Vikrant moves on. He goes back to the guard who looks up. Vikrant asks in Hindi: "Balraj Bhaiya today you didn't wish me." Balraj, the guard looks up surprised, with a sad face and replies: "My son has been in hospital since the past week. The doctors don't know what is wrong with him." Vikrant asks him for the medical report which Balraj is carrying with him. He takes an image of the report and sends via WhatsApp it to his close friend a Doctor who tells Balraj there is nothing to worry about and suggests some cheap medicines. Balraj is happy and thanks Vikrant profusely.

Back in office, his colleagues admire Vikrant for his empathy and people skills. They ask him how he knew about Balraj's problem? Vikrant replied: "I didn't know about his problem. But what I did know is that a person who wishes me without fail every time he sees me, didn't do so today. So, I

knew something had changed and therefore something was wrong.”

No wonder Vikrant is adored by all and tipped to be the leader!

1. Create

Everyday leaders innovate. They think out-of-the-box. They always look out for ways to do the same thing faster, cheaper and better. Quality is an obsession with good leaders. They don't hesitate in getting their hands dirty. They look for different ways to succeed at the same thing. Leaders innovate and force others to think differently. To quote Shiv Khera: “Leaders don't do different things. They do things differently.”

Case in Point: Rameshwar Prasad is a septuagenarian, president of the local senior citizens club. He enjoys the company of his grandchildren and has various hobbies and interests that keep him busy. Recently the demonetization and the subsequent digitization wave that has spread across India have also touched him. Going to the bank to withdraw his pension was not always convenient as the bank was situated far away from his house and he could always ask his family members to take him. One day the bank manager met him at the bank and asked him why he didn't get a debit card or open an internet banking account? Rameshwar was hesitant at first, as he thought ATMs to be unsafe. But gradually he started using his debit card in the ATM. He then asked his grandchild to teach him how to access the internet and accessed his bank account online! What a thrill it was to see his account details whenever he wanted without going to bank. He started shopping online for himself and his family by using his debit card.

At the senior citizens club his friends were amazed how quickly he had learnt these things. He was glad to share his knowledge with them and it has made such a positive difference to their lives! They are forever, thankful to Rameshwar for freeing them from the dependency they had on others. And yes, he is a true leader!

10.4 Qualities of a Good Leader

Leaders come in all shapes and sizes and while it is difficult to compile an exhaustive list of qualities of a good leader, at the same time it is important to recognize that inspiring leaders have certain similar qualities. The first step to improvement is awareness. Once we are aware of the leadership qualities, we can motivate and inspire others, and it becomes simple for us to practice the same.

Some qualities of a good leader are:

A good leader has the ability to be at the right place at the right time

Case In Point: Saurabh J. is the MD of a Shreeraj Group, a large cement to computer conglomerate. In his cements division, a competitor has been constantly poaching people from his team. Saurabh has tried everything to motivate his team members, who are unable to resist the temptation of a salary hike in the competitor company, twice as that being offered by Shreeraj. Saurabh hears the news that his senior most sales person is planning to put in his papers. He panics on hearing the news and calls the President to inform him of the same. The President orders Saurabh to match the competitor's salary. Saurabh is resistant to this strategy as he feels this will create a bad precedent and he will have to do this for anyone who resigns, which the budget cannot allow. The President is adamant but Saurabh holds his ground. The President even threatens to dismiss Saurabh if he continues to defy him. But Saurabh is convinced that letting him go is the best option. Soon enough the Sales Head leaves and joins the competitor company. Two months later Saurabh gets the news that the sales head has been accused of stealing company secrets and has been terminated by the competitor. It is now revealed that he had a drug habit that he had not revealed to anyone and was stealing due to that. Saurabh stands vindicated and his decision to let that employee go proved to be correct despite the short-term conflict and inconvenience.

Leaders have conviction. They believe in themselves.

Professionalism

10.5 What is Professionalism?

Professionalism is one of the key traits of a good leader. Professionalism should not be confused with the word Professional.

While a Professional is a person who gets paid to do a particular job, professionalism is the technical expertise that person exhibits, combined with the demonstration of the intent to a 100% great job!

Professionalism is the skill, good judgment, and courteous behavior that are expected from a person who are trained to do a job well. It is not just knowing how to do your job, but also demonstrating a willingness to learn, cooperating and ensuring the satisfaction of others.

Professionalism is a trait, which separates high performers from average performers. Excellent professionals believe that they are not just doing a job. Rather, their focus is on doing things right every time. Every task is given the same level of attention and detail orientation. In fact, every true professional gives their 100% by showing the commitment through their work and positive attitude.

Case in Point: Shalini is the owner of a high-end garments boutique. She has a saleswoman called Priyanka who is much liked and very good at her job. Shalini is the last to leave every day and locks the boutique herself by downing the shutters. One evening she shut the boutique but forgot to switch off the lights and fans. There has been a previous incident of short circuit fire in her boutique and normally she is very careful. But on that day, she forgot to switch off the electricity mains. Priyanka had gone out for a late-night movie with her friends and on her return, she passed the store. She saw the light coming out from under the shutter. She noticed the lock on the shutter so she realized that Shalini Ma'am had forgotten to turn off the main switch. She hesitated calling her boss, as it was very late in the night. Her friends kept telling her to forget it and go home. But Priyanka thought about the boutique and the short circuit danger. She went home and got her spare key of the boutique and along with her friend, she went back to the boutique and switched off the mains and went home.

In the meantime, Shalini too realized her error and took a cab to the boutique with the intention of switching off the mains. When she reached there she saw the lights were off. Amazed she called Priyanka who told her she had already done it a short while ago and sent Shalini an SMS regarding the same.

Shalini was very thankful for having such a professional employee and soon gave Priyanka a big salary raise and bonus for her extreme professionalism.

Qualities that display excellent professionalism

The Mantra of Professionalism

Under Promise & Over deliver

Don't Over Promise & Under deliver

Case In Point: Prabhat is a delivery manager at an IT company. Once the software is delivered and installed, he and his team move onto the next project and client. However, Prabhat makes it point to call the client at least once in 2 months after delivery and ask if everything is going OK? Or if there is any issue that he can help with? This is not required as per the operation manual, but Prabhat still does it out of sheer professionalism. It

only costs him a phone call but results in a lifetime relationship with the happy client who feels that Prabhat is always there to support them, whether they need that support or not. Now the client insists that Prabhat should be heading every project of theirs.

While it is essential to be aware of rule changes and follow the laws, rules and regulations, good professionals naturally demonstrate such behavior through their actions. They don't wait to be told to comply with the correct behavior. It comes naturally to them. They don't make a distinction between what is illegal or unlawful. In their life everything has to comply with their sense of integrity and justice. They not only comply but inspire others to do so as well.

Case in Point: Subhasish a Medical doctor with a successful practice is going for a movie with his wife and 2 children- 10-year-old twin boys. He sees the signal turning red and speeds up to beat the traffic light. He passes it when it has turned red and is promptly caught by the traffic police on the other side of the intersection. There is another car ahead of him. Both cars park on the side. Subhasish can see the policeman arguing with the card driver ahead of him. Taking advantage of this, he slowly starts reversing his car and all of a sudden accelerates and drives away. It is a dangerous maneuver and also absolutely illegal to run away from the law. He tries to joke with his family who remain serious. He realizes that his sons are upset over his behavior and tries to justify it by saying they were getting late. His sons tell him that what he did was not right. His wife too looks at him with a disappointed look. She asks him: Subhasish, what if tomorrow a patient runs away from your clinic without paying? How will you feel?" Subhasish realizes that he has set a very bad example on his children. He reverses and goes back to the intersection. He meets the cop who is really surprised to see him. He pays the fine and collects the challan receipt. He comes back to the car where his family is smiling proudly!

Creativity: How Great Ideas are Born

10.6 What is Creativity?

Creativity is an in-born trait combined with a set of skills that can be learned, developed, and utilized in daily problem solving.

Creative Thinking is another characteristic of High-Performance leaders.

In this dynamic and ever-changing world only those with the ability to think differently will get ahead. Status Quo is no longer accepted. The only constant is change. Professionals are hired for a technical job but are often called upon to do multiple tasks due to pressures on the bottom line. In such an environment, only a professional who is able to think differently can survive and hope to get promoted.

Creativity is always in the top #5 lists of things that managers want from their teams. It is a key soft skill.

Creativity means thinking of new, innovative ways to do the same task. Right from history of humans, there has been evolution in the processes. But the digital age has made it mandatory to be creative, think creative, be different, and act, innovatively.

10.7 Practical application

Creativity for its own sake has no meaning. Only when creative ideas can be applied to the real world and used for financial and other benefit, do these ideas have any value. Hence, it is important to think of creativity and innovation as means to save the organization: time, money and effort.

Case in Point: Aliya a call center executive is unhappy with her boring, monotonous job. She always complains that she is always getting shouted at from her clients and bosses. She just can't understand why it is important to read from the prepared script when the clients are so impatient and angry that they don't want to hear a word of her sales pitch. But the management insists that this is what their competition is doing hence it needs

to be done that way only.

Arunima, an amateur theater artist and acting enthusiast is her boss who realizes that her team of callers is struggling. She comes up with a series of roles plays that involve a client with a problem and a call center executive who solves the problem. However, there is no script. The call center executive has to use speech & drama techniques taught by an expert trainer to improvise.

The result is that all center executives are energized. They no longer have to read from a script. Instead they can change and customize the sales pitch depending upon the reaction of the client. The results are amazing! Clients now are more receptive. the callers sound more empathetic and human. Profitability increases.

The entire organization now adopts speech & drama techniques to client interaction. Extensive role-plays and simulations help in anticipating objections and increasing sales.

Arunima is promoted and made innovation chief for the company.

10.8 Ways to become More creative

While many creative people seem to have been born with this trait, creativity can be acquired and perfected through practice. Some easy and practical ways that can be applied to solve almost any problem are:

Case in Point: A specific problem like how to come up with a more cost-effective package of a mobile phone so that it does not get damaged in transit would lend itself to brainstorming. However, a general problem like getting approvals for setting up a new manufacturing plant for the mobile phone will not be very productive using brainstorming. Here the 5W + 1 H technique will be very useful.

10.9 How Does the Six Thinking Hats Technique Work?

There are 6 imaginary hats. The main idea is to have the group only "wear one hat at a time" when considering a problem. The wearing of the hat is imaginative. At any one time, everyone will wear the same colour. What this means is that: everyone together will look at the problem at hand from only one common perspective, the perspective indicated by the hat colour.

Each hat enables the problem solver to separate their thinking into 6 clear functions and roles. By mentally wearing and switching "hats," you can easily focus or redirect thoughts, conflict, problem, or issue.

The six thinking hats are:

The Six Thinking hats require some training and application. But once understood and adopted it is a very powerful tool for fostering creative thinking in all spheres of life.

10.10 Summary

Leadership is a skill that can be acquired with organized training coupled with awareness of basic concepts. Leaders are made, not born. A combination of human relations, technical knowledge, initiative, humor, common sense and ambition is required to build successful leadership qualities. It should be kept in mind that leadership is a constant 'work in progress and not a one-time effort.

Leaders exhibit extreme professionalism. However, remember that you don't just "become" a professional overnight. It takes dedication and awareness of other professionals from whom you can emulate their best behaviors. Pay attention to your own behavior at work, as well as the way others behave. Take notice of your colleagues who are most respected and whose work or opinions are most valued by others.

Creativity involves coming up with new solutions to problems. This involves using questioning and experience analysis to ask specific questions to get a wide body of answers. 5W + 1H particularly is a very easy and practical approach to creative problem solving especially for students and young professionals. It involves asking: What is the problem? Where is it happening? When is it happening? Why is it happening? How can you overcome this problem? Who do you need to get involved? When will you know you have solved the problem?

Knowledge Check

Get Ready for the Real World!

"And the winner of the resident's welfare elections is: Mr. Monish Thapar!"

"What? I lost the election? How is that possible? It can't be! I was the sure shot winner. Everyone told me so!" Vivek cried!

His friend Asit asked him: "What's the matter my friend? Why so dejected?"

Vivek said; "What should I tell you! I really tried hard to get the maximum votes. I canvassed, I thought I was so popular...then why did I lose?"

Asit smiled....and said: "Vivek, the residents of our colony don't want just a president...they want a leader! So even though you may be popular, you didn't exhibit the leadership qualities that your team was looking for."

"Leadership? What is leadership?" Vivek asked?

Asit replied: "At its essence, leading is all about relationships— developing the connections among individuals that foster co-operation, collaboration and creative thinking - all leading to success! Leadership is the sum of much traits-a combination of emotional, spiritual, physical and mental abilities that influence others to get action. So, my friend: whilst you were busy campaigning, your competitors were busy engaging with the residents, meeting them, motivating them, listening to their problems, working with them to solve their colony's problems. That's what leaders do. And that's what leadership is. Showing initiative, going first, and boldly going where no man has ever gone before!

While you showed interest in winning, your competitor was interested in Leading."

Asit asked; "Vivek you are only interested in giving orders. Telling people to vote for you is not the right way to lead. You have to think differently, co-operate with people, and control them when things go out of hand. Did you do that?"

"No", replied Vivek

"Were you there when the residents required someone to represent them at the annual meeting with the municipal council?"

“No”

“That’s why colony did not get funding this year. See those are the times when you have to stop being part of the crowd. And instead lead from the front.”

“What else could I have done as a leader?” Vivek asked?

“Well, leaders perform many tasks and functions simultaneously. Leaders have the habit to juggle between various responsibilities at the same time making sure that no issue remains unresolved and win-win is attained in all spheres.

“Is it too late for me to develop leadership qualities? Am I too old to learn now?”

Asit said: “No, it is not true that leaders are born not made. Leadership is a skill that can be acquired.”

Vivek asked: “But how am I supposed to develop these leadership qualities?”

Asit said There are many ways. Lead by Example: delegate but don’t hesitate in getting your hands dirty. Show Commitment: Your words and actions should be in harmony. Work smart and hard. Don’t shy away from taking ownership of your problems.

In the next year stand again for elections and success will definitely be yours.”

Applied Knowledge

Build Your Vocabulary

Learn and use the Words and Business phrases used in this chapter to improve your Spoken English Skills:

CHAPTER 11

Level 3: Courtesy & Habits

Guide to Correct Etiquette, Grooming & Hygiene

LEARNING MILESTONES

This Chapter will enable you to:

Etiquette is the fine tuning of education”

– Nadine Daher

“Manners are the ability to put someone else at their ease...by turning any answer into another question.”

You are your greatest asset....Put your time, effort and money into training, grooming and encouraging your greatest asset.....

Dress for the job you want....not the job you have!

11.1 Importance of Etiquette & Good Manners

It is common knowledge that proper etiquette, grooming and hygiene are major factors in setting the best First Impression. So much has already

been written and discussed on this subject. This highlights the need to grasp and adopt correct grooming and etiquette without delay.

Etiquette refers to guidelines which influence the way a responsible individual should behave in the society. Good manners refer to polite, humble, courteous, respectful and well-thought of social behavior. A person is known and talked about positively on account of his or her good manners.

Manners and grooming are important in the overall professional image you project. As a professional, you must adopt a code of personal behavior that demonstrates respect for your organization and the people who work with you. This creates a good reputation early in your career. You should give careful attention to personal behavior. Many people have been high achievers who projected an appropriate image in their appearance and yet failed in their career because they did not take the responsibility for their personal behavior.

11.2 Importance of Professional Appearance, Grooming and Good Hygiene

Professional appearance is a combination of your professional dress and attire and your grooming. The message communicated by these results in the powerful non-verbal communication, which either attracts or repels others. Professional dressing can be defined as dressing in such a manner as to enhance your authority, command respect and promote your advancement in the workplace. Personal grooming habits are also very important for developing a powerful professional image.

The maximum impact that Good etiquette and Professional Appearance can have on one's personality can be highlighted from the following case studies. These have been adapted from real life cases as encountered by the author in the course of soft skill trainings. Each case in point is complete in its takeaways and learnings:

Case in Point 1: Etiquette & Good Manners "Get out of here! You have no manners thundered the Principal!"

Aniket and Yojan ran out of the room sweating and almost crashed into Vyom Sir, their soft skills teacher.

"What happened?" asked Vyom.

"Principal sir is getting angry. He asked us to meet him for a meeting on the student's council, but I kept on getting whatsapp messages and missed calls from my friends who wanted me to go with them for a movie. When I put the phone on silent, Yojan got an itch in his nose and put his finger in his nose. He wanted sir to hear his point of view so he kept interrupting him."

Vyom said: "Look at how you are dressed. You knew there was a meeting today. Yet you went in wearing slippers and your t-shirt so loose! Torn jeans and unshaven, dirty looking guys both of you. No wonder he was angry by your lack of etiquette and manners."

Aniket said: "By mistake when the tea came I grabbed the first cup on the tray. That was his sugarless tea which I drank by mistake and then wasted. Yojan grabbed the biscuits and ate all of them. Finally, when another professor from a visiting college came in, we forgot to stand or wish her. She remained standing as there was no other chair in the office. After she left, the principal really shouted at us and when I said something in a loud voice, he told us to get out!"

Yojan kept on giggling hearing this.

Vyom said: "You both think this is funny! Let me tell you it's not. In fact this lack of manners and etiquette is the reason why you may not be able to get a good job and even if you do, you will not be successful at it."

Aniket said! : Really sir, why is that? We are only having fun!"

Vyom said: "What seems like fun and time pass habits to you appears to be immature and downright lack of manners to another person. And let me tell you. Good manners and etiquette is one of the most important soft skills. 85% of your success will depend upon your soft skills. So even though you are studying in the best engineering college, your chances of professional success are only 15% if you rely only on your technical knowledge. My advice is to improve your manners and etiquette immediately.

Let me tell you something on this subject:

Manners and etiquette is not quite the same thing. Etiquette means "the rules of behavior" and will change from culture to culture, depending on the local customs, and is also different within cultures. For example, there are different etiquette rules for cricket as opposed to ballroom dancing.

Manners are all in how the individual treats people, whether according to etiquette or not. It's simply a matter of behaving in a way that's thoughtful to others. Good manners across cultures or countries would be different, but definitely expected to be as per defined in the etiquette of those countries. Bad manners are when the person fails to behave according to the etiquette of the culture where they are currently living or operating.

Why are Etiquette and Good Manners important?

Vyom continued: "You all are about to graduate soon and enter the real world. Do you think your future employers will want to hire people like you who have no manners, who can't get along with others? Because of your lack of good manners and etiquette, it appears that you have no respect for the institution that you belong to, for your colleagues. Believe me; no one wants such people to work in their organization.

No employer wants to have to train people on the things that they should have learned as a five- or six-year-old. So they get rejection letters and are never given another shot at working for that company. And for a moment, let's forget your employers: You tell me, would you like to work with such people? Would you like to have a person in your team who doesn't listen, dresses and speaks in a manner which disturbs others?"

Both Aniket and Yojan were quiet.

"No? Correct?" asked Vyom? "That's why I am telling you good manners and etiquette are very important because it results in:

Increased Self-Confidence

Positive Attitude

A spirit of Collaboration

Improved Professional Image

Enhanced Career Opportunities

Leadership Skills

Deep Respect for Self & Others

Benefits of Etiquette and Good Manners

Vyom said: "You know there are so many actual and perceived benefits of good manners and etiquette. Irrespective of the fact that you are just students, this is a soft skill that benefits everyone, whether you are working or not, young or old. I will tell you some benefits across situations of good manners and etiquette:

Tip: Inside an elevator, don't make eye contact and keep your bag and hands on the sides. This is to avoid bumping into others. Please allow others to exit first.

Ways to develop Etiquette and Good Manners

Yojan said: "Bhavik sir, all this is ok. But we are only students. Young people who don't have much guidance. We are lucky that you are giving us all this information. We are about to graduate soon. Can you give us tips and tell us ways on how to develop good manners and what we should do to observe good etiquette when we enter the professional field?"

Bhavik said: "Very good question Yojan! Rules of etiquette, whether for everyday life or for office, or for children or students are very similar. You must show the same standard of behaviour at all points in your life. The focus should be on caring for others' needs, respecting your environment and listening to others.

Bhavik said: "I will give you the Ten Commandments of Business Etiquette for improving your manners in the professional field:

"And finally, in case you forget all this, just remember to Soften yourself " said Bhavik with a smile.

"Soften!, What's that?" They both asked.

Bhavik said: SOFTEN is the quickest and easiest way to remember the etiquette rules:

Smile – Show friendliness / receptivity towards others.

Open posture – Be attentive to others.

Forward Lean – Look alert while talking or listening (arm's distance).

Tone - Show your courtesy and interest through your voice or written tone.

Eye Contact – Make direct eye contact without staring.

Nod – Show your understanding by giving feedback by nodding.

Case in point 2: Power Dressing, Grooming & Hygiene

"What is that smell" said Shruti? Sitting in her cabin, she could detect a bad, stale smell coming from a nearby cubicle. She went to investigate and found Daljeet sitting there. "Hey! Why have you taken off your shoes? Your feet are giving out such foul smell? Don't you realize it is causing all of us so much discomfort?"

Daljeet laughed and didn't pay any attention.

A few days later, he walked into office and was promptly called in for a department meeting. During the meeting he started talking but he found no one was paying attention to him. People were looking at him and laughing and joking. He realized that something was wrong but continued.

These sorts of incidents became quite common with him. End of the year, during appraisal time, he realized that neither was he promoted nor did he receive an increment.

Dejected, he sat and skipped office for 3 days. On the fourth day, his friend Clayton from another company who had recently been promoted and was soon leaving for the USA on company project came home. He asked: "What's wrong?"

Daljeet told him that he felt very lonely and depressed. He didn't have any friends and people always seemed to talk behind his back. His reportees poked fun of him and his seniors treated him badly. In his personal life as well, he didn't seem to connect with anyone.

Clayton said: "Just look at you! Filthy! You have not had a bath for days it seems. Your mouth is smelling, this room is stinking. Look at your clothes, dirty! Unwashed utensils in the sink, no ventilation in the room. How do you expect to get ahead in life when you have no sense of personal hygiene and grooming?" he asked.

Daljeet said, "What grooming? Where is the time? I do wash my face daily but am too lazy to wake up early when the water supply comes on. Many times I miss the water supply and go without taking a bath. But what has that got to do with my work? I have the most technical knowledge out of all my colleagues!"

Clayton said: "Personal grooming—also referred to as personal hygiene—is the act of taking care of your body through proper cleanliness and self-care. The way that you look and the way that you act determines what people think about you. If you smile – people think that you are pleasant; if you wear wrinkled or badly maintained clothing people think that's how you perform your professional work as well.

How you feel about yourself from the inside, has to show on the outside. Some of us know this; some of us do not. If we want the outside world to respond to us in a positive way, we must look and act positively."

Benefits of Personal Hygiene and Grooming

Clayton said: "There are certain skills and actions that you can use to be successful in getting what you want – especially in getting a job. You must keep in touch with the latest grooming trends and have detailed information on how to look and act your best. The objective is to increase your confidence and to help you present yourself. Looking at other good dressers and lookers provides detailed guidelines on appropriate attire, grooming and presentation for individuals seeking employment.

Remember that it is very important to look your best because of:

Tips for maintaining Personal Hygiene and Grooming

Daljeet said: "But how can I suddenly start looking good?"

"It won't happen overnight, but you have to make start somewhere. Remember: If you take care of your personal grooming, your boss will take care of grooming you for the promotion! Isn't that enough incentive to start immediately?" asked Clayton.

Daljeet said: "Yes! Can you give me tips for good grooming? How do you always look so clean and fresh? Do you keep looking at yourself in the mirror all the time?"

Clayton smiled? "No, it's not necessary to do that. Just some basic common sense techniques and things can make you look and feel good and clean.

These practical tips are very important for good grooming and dressing:

The right clothes combinations

“ But how do I know what clothes to wear. What clothes to match with what, asked Daljeet.”

Clayton said: “Let me tell you:

“ Wow! Thanks buddy” said Daljeet. “You have opened my eyes regarding staying clean and healthy and I will ensure to look presentable and well-groomed all times.”

Clayton said: “No problem, take care of your personal appearance and watch the world appear so joyful and full of opportunities.”

11.3 Summary

Good Manners, appropriate grooming and dressing are the start of a Best First Impression. The correct Etiquette and Dress means acting appropriately in a way which is socially acceptable and respectful, and to display respect, care and consideration for others. Excellent manners can help you to have better relationships with people you know, and those you will meet. Looks always have played a very important role in everything a person does. However how much talented a person may be or possessed with sound technical skills, speech, etc. but if person looks untidy and acts uncivilized, that person creates a bad impression immediately. You should always dress to impress boss, clients, investors, and customers, because a winning sales pitch is simply not enough to steal the deal. A person’s professional appearance needs to support their professional accomplishments.

Knowledge Check

Build Your Vocabulary

Learn and use the Words and Business phrases used in this chapter to improve your Spoken English Skills:

LEARNING MILESTONES

This Chapter will enable you to:

A Good Resume is A Simple Marketing Brochure for YOU !!!

The interview gets you the job, the resume gets you the interview!

The Resume is a self introduction by the candidate to the prospective institution or company. Much before the company actually selects you, they come to know through your Resume. In fact if we can visualize it, the Resume is actually you. Would you go out in public intentionally wearing wrong clothes and displaying bad manners? The answer is an obvious No! So if you take care of your grooming, appearance and personality then the same care must be shown while preparing the Resume.

12.1 Why invest in a high-impact Resume?

In this age of digital media, there is a lot of virtual noise. Attention spans are very limited and recruiters now have to deal with thousands of profiles just for one single opening. Not many people have the time or patience to read beyond a few lines. Your best chance of getting noticed in a web search.

Resumes present a snapshot and highlights of your life and allow the prospective recruiter to scan through the document visually or electronically, to see if your skills match their available positions.

The bottom line: Use a well-crafted Resume to increase your chances of getting a job. And a CV for all purposes other than professional.

Advantages of a Good Resume

Shortlisting : The sole purpose of a resume is to get you a job interview and to pass the employer's screening and shortlisting process

Advertisement: You are the product and your resume is an advertisement for yourself. Like any other product, you need a medium to tell others about your benefits and the value you can add to their lives. A good resume does exactly that. It positions you in the mind of your employer recruiter thus differentiating you from the others.

Can I help you?: Your resume is the answer to the unspoken question every recruiter asks: "What can you do for me?". It helps to makes the first impression about you thus making the recruiter more in sync with your capabilities and their own requirements.

Self-Assessment: Enable you to assess your strengths, skills, abilities and experience - thereby preparing you for the interview process. It also gives an insight to the recruiter about your personality, without even meeting you!

Reminder : Your resume helps the recruiter recall you as soon an opening comes up, sometimes long after the interview has been conducted. Many times, recruiters need to justify to their clients why they have shortlisted or hired you and your resume is a basis for this.

Focus of a Good Resume should be on Keywords rather than Keystrokes

12.2 Difference Among C.V, Resume & Bio-Data

Gone are the times when one had to send 6-7 page novels of self praise to companies to land a job. These were the days of bio-data when every possible information on oneself had to be put down on paper and sent to the employer. However, this is the age of instant gratification and brevity. This makes it important to understand the various formats of a resume and when these should be used.

People use the words RESUME , C.V ., and BIO-DATA interchangeably for the

document highlighting skills, education, and experience that a candidate

submits when applying for a job. However there are fundamental differences between the three:

1. Resume

Resume is a French word meaning "summary", and is actually a basic summary of one's employment, education, and other skills.

A resume should be one side of an A4 sheet.

A resume is not a comprehensive list of accomplishments. Rather it only highlights specific skills customized to target the required job.

A resume is usually broken into bullets and written to appear objective and formal to the third person. For example, the Personal Statement in a resume will start with : “Prashant is a seasoned professional with deep experience in sales and marketing. He thrives in a high-energy environment.....”

A good resume starts with a brief Personal Statement, Key Result Areas, Summary of Qualifications, followed by Industry Expertise in keywords, followed by Professional Experience in reverse chronological order.

1. CV - Curriculum Vitae

C.V. Is a Latin word meaning “course of life”. Curriculum Vitae (C.V.) is much more detailed than a resume, usually 2 to 3 pages, but can run even longer depending upon the requirement.

C.V. generally lists out every educational or vocational qualification such as skills, jobs, degrees, and professional affiliations, which have been acquired by the applicant, usually in chronological order.

A C.V. is a document of general talent rather than an attempt to match specific skills against any specific positions.

1. Bio-Data

A Bio Data the short form for Biographical Data, is the ancestor of the CV and Resume. It is traditionally personal in nature. The emphasis in a bio data is on personal details like education, experience, date of birth, religion, sex, race, nationality, residence, marital status, etc.

12.2.1 How many pages in a resume?

For Freshers or fresh graduates, the resume should be maximum 1 page. In all other cases, keep it to a maximum of 2 pages.

Personal information such as age, sex, religion and marital status are never mentioned in a resume. Many people include such particulars in the C.V. However, this is neither required nor considered appropriate and sometimes even unlawful in the USA.

12.2.2 Practical Resume Writing Tips

Your resume is representative of not only your KRAs, skills and accomplishments; it is also a reflection of your personality, your attention to detail and ability to be short, sweet and effective.

Here are some practical tips to keep in mind when you set out to write a high-impact resume that impresses, highlights your strengths and ultimately lands you an interview:

Case in Point

Tip: Use action verbs rather than passive voice to demonstrate that you are a person who is action-oriented and proactive.

Action verbs for Resumes

Customization is the key in telling the recruiter that you are trying to have a direct dialogue with them.

12.2.3 Checklist for Making Resumes

Below are the key points which must be included in your resume. These will ensure that your Resume is complete in all respects. The amount of detail will vary depending upon the position applied for. However, a good Resume includes the following:

What are the key qualifications that the employer is looking for?

What are your qualifications that will be most important to them?

What are your Key Result Areas? Facts, Figures and Numbers to back up these KRAs have been included?

Which of these are your greatest strengths?

What are the highlights of your career that need to be highlighted?

What weaknesses or gaps should be de-emphasized?

What is your USP? The things about you that set you apart?

What are some other skills you possess?

Keywords that describe you best in your personal statement? (Like “innovative, game-changer, rainmaker, strong interpersonal skills, high

energy")

What were the two or three accomplishments of a past job?

What were the key skills you used in that job?

What did you do in each of those skill areas?

Research what sort of results are particularly impressive to recruiters in your industry?

Latest and current jargon or buzz-words, unique to your industry or vertical that recruiters would expect you to use.

12.2.4 Things to avoid while writing a resume

These are the things to avoid while writing your resume:

12.3 Investing Money in a Professional Service or Portal

There are many professional services that claim to write professional, job-oriented resumes. These services are often costly and clubbed as part of job portal services. Ensure that you do your due diligence and complete research whether these resumes actually work. Use these services only if you feel that you are unable to write your resume yourself. Else take help or advise from friends and family and craft it yourself.

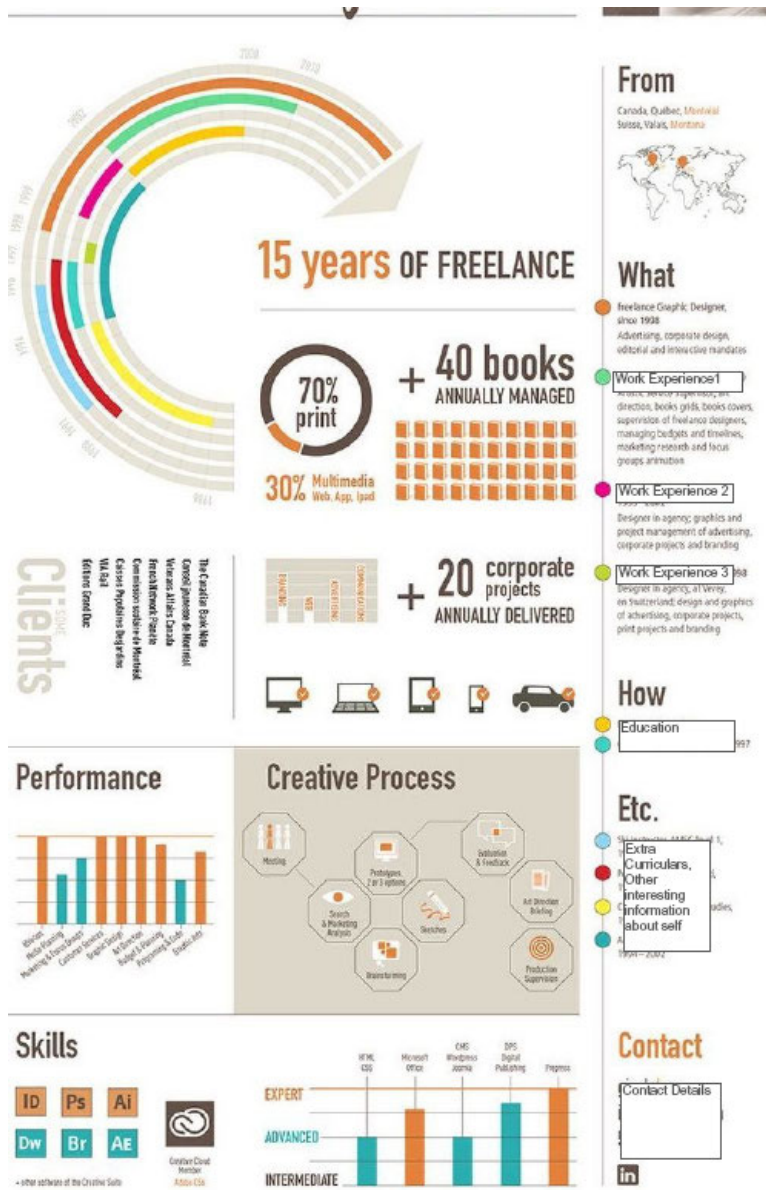
Writing your own resume will give you a sense of control over yourself and you will be able to expand on it better in interviews. LinkedIn is a great hiring platform now and a good LinkedIn profile provides the same opportunity and benefits as any other portal. And the best part is: it is for free!

The samples given below are fairly representative of modern resume trends which can be used and downloaded online as well.

12.4 Keywords

Resumes need to have keywords that come up in searches. When a recruiter goes online to a job portal or on other platforms, they have an idea of the candidate profile they are looking for. This idea is in the form of keywords. These keywords relate to the knowledge, skills and attitude that the recruiter desires in the potential candidate.

12.5 Sample Resumes



However, recruiters advise that the candidate must be familiar with the company's culture and the nature of the job before using graphics. Jobs in the creative, performing arts, Design and Digital media fields ideally lend themselves to such resumes.

The Reader is advised to be aware of the changing trends and ensure that the resume is modern and fresh.

12.6 Cover Letters or Job Applications

When applying for a job, a cover letter should be sent or mailed with your resume. A cover letter is a job application, typically a short, maximum one-page message that explains to the recruiter why you are an ideal candidate for the job. It acts as a perfect introduction to yourself in the eyes of a stranger. It helps the recruiter to go beyond your resume and to explain in detail how you could add value to the company.

The receiver may get surprised or confused, receiving just your resume without any context, background or supporting information. The cover letter provides the necessary introduction to your Resume.

Tips for creating an effective cover letter

12.6.1 Online Covering letters

More and more job seekers are going online and getting searched and placed online for their job requirements. Recruiters now usually ask candidates to scan or upload their resumes and covering letters online. The rules for online communication are typically the same as physical communication.

Remember the KISS approach: Keep It Short & Simple

12.6.2 Sample Covering Letter

Subject: First Name, LastName – Digital Marketing Manager Position

Dear Contact Person:

I am writing to express my interest in the Digital Marketing Manager position listed on your on-line job portal. I have extensive experience building large, consumer-focused IT/ITES specific content sites. While much of my experience has been with SMEs, I understand the impact of a large multi national corporation since I have dealt with large company clients during the course of my career. SMEs have taught me the importance of working in high-energy, deadline driven environments. My business and corporate experience will be an asset to your organization as I can deliver cost effective solutions in the assigned timeframes.

My responsibilities in my current profile include the development and management of the website's SEO, web design and content as well as the daily maintenance of the programming and production of the website.

I bring to the table a 360 degree exposure to all aspects of running a successful online digital marketing campaign.

Experience has taught me how to build strong networks and relationships with all departments at an organization. I have the ability to work within a team as well as cross-team. I can work with web architects to resolve technical issues and implement technical upgrades, work with the development teams to implement design and functional enhancements, and monitor site statistics and conduct search engine optimization. This has resulted in savings of valuable time and money for my clients.

Please find attached my Resume for your perusal. Do let me know if you require more information.

I look forward to hearing from you.

Best Regards,

First Name LastName

12.7 Summary

A resume is not just another document about one's life history. Rather it is a showcase of knowledge, skills and experience. A well crafted resume is the key differentiator between an interview call and a rejection message. Before making your resume it is important that your resume answers these questions:

Does it clearly and quickly communicate to employer that you can do the job?

Do your actual strengths come across?

Does the information mentioned support the job you are targeting?

Should anything be removed? Is anything extra?

Does it really sell your skills?

Is the formatting , spelling, grammar, quality of print and fonts correct?

Can it convince the recruiter that you are the right person for the job?

Knowledge Check

CHAPTER 13

Group Discussions

LEARNING MILESTONES

This Chapter will enable you to:

13.1 What is a Group Discussion (GD)

Group Discussion is an interview taken in a group. Here the candidate is not asked questions face to face or individually; rather the candidate has to speak and showcase their leadership skills through their ability to speak assertively and communicate with the group.

A GD is a method used by an organization to gauge whether the candidate has the personality or skills that are required for the job or position

that it wants to fill. In a GD, a group of candidates is given a topic or a situation on the spot, given some time (usually a few minutes) to prepare themselves on that topic, and then asked to discuss the topic among themselves for a fixed period of time. Usually GDs are of 15-25 minute duration. The panel of judges or experts consists of representatives from the organization who watch the proceedings without contributing to the discussion. Their job is to see and evaluate each candidate on certain parameters or personality traits.

Some of the parameters on which the candidate is evaluated are:

Your exam scores only test your technical skills and mastery of the theoretical concepts. GDs are a method used by organizations and institutes to get to know you as a person. What kind of personality traits do you exhibit under stress or in a group pressure situation. And whether you have the skills to deal with that stress and emerge a winner.

13.2 Teamwork and GD

In the real world, in corporate organizations, the ability to function in a team is one of the top requirements of a good professional.

Usually, when you join an organization you will be placed in a team. Thereafter, how you excel within a team and interact with the other team members becomes an important criterion for your selection and eventual success. GD evaluates how you can function as a part of a team.

The Teamwork skills tested by Organizations in GDs are:

Communication Skills: how good you are at speaking assertively and at the same time listening to others point of view.

Behavior and Attitude: how contrary or opposing views affect you and your mindset and how you carry weaker team members.

Contribution How you successful align your personal goals with those of the group.

Technical : How your knowledge and technical skills can solve complex problems and remove obstacles for others.

13.3 How to Prepare for a Successful GD

Knowledge is Power : Being well informed and up to date on current affairs: both local and international is a huge advantage. A candidate with good reading habits has more chances of success. Make it point to especially read on subjects that are not of your interest. Sound knowledge on different topics like politics, sports, environment, finance, economy, science, sports and technology is essential.

Listening : The power to convince others is done not just by speaking forcefully but also by being a good listener. This helps especially when you don't have too much knowledge on the topic. Listen to the others point of view first and forming your own opinion is very helpful in GDs.

Speech, Voice and Language : Practice public speaking. Take speaking classes, which will enable you to organize your thoughts logically and present them in the most impressive manner. Clarity in speech and expression is yet another essential quality. Avoid slang, technical words, abusive language or very aggressive tone of voice in daily life. This will help you to come across as a refined and sophisticated person in real life.

Don't Argue : An argumentative nature is not a good character trait for GD success. The GD is not a stage for arguing with others or debating. Instead it is an opportunity to heard and put your own point of view across while respectfully disagreeing with others. If you don't have a point of view it is best to remain neutral. Don't interrupt others and tell them they are wrong. Instead use power phrases like: "I respectfully disagree" and then continue to speak.

Non-Verbal Communication : Practice smiling, using neutral non threatening gestures, sitting upright, using your head movements, etc. in a front of mirror. Your body language should be firm yet friendly. Smile and shake hands and make small talk before the GD. Make proper eye contact. While speaking don't keep looking at a single candidate. Address the entire group in such a way that everyone feels you are speaking to them

Dress : Dress formally every time, irrespective of the company culture. Your looks and appearance says a lot about you and help to make the first impression best in the eyes of the panel.

13.4 Power Phrases for Use in GDs

13.5 GD FAQ's

These have been taken from observation with numerous GDs. The most common questions that candidates have regarding GDs and their answers are enumerated below.

Remember the golden rule of a GD: Quality over quantity

Remember the rule: Logic wins over emotion in a GD

Being the first speaker is a high risk, high return strategy

There is no excuse for shouting in a GD. Maintain a strong voice but not so loud that it hurts to listen!

13.6 What are Some Ways to Initiate the GD?

Some ways in which you could start the GD and thereby make the best first impression:

1. Quotes

Quotes are an effective way of initiating a GD. If the topic of a GD is: 'Should the odd-even formula in Delhi/NCR be practiced nationwide?', you could start with a quote by Robert Frost like, "Two roads diverged in a wood, and I - I took the one less traveled by, and that has made all the difference."

For a GD topic like, 'Customer Service is King', you could quote Richard Branson by saying: "Customer Service starts at the top. And if you take care of your staff, the customer will always be happy."

1. Definitions, Technical Terms, Facts and Figures.

This is a good way to show your mastery over the subject by displaying your technical expertise. Define the topic in simplest terms and proceed. Start a GD by defining the topic or an important term in the topic. Or by quoting some specific statistics related to the topic.

For example, in a topic like: 'Should Engineering education be revamped in India?', you could start by stating that 80% of all engineers graduating are unemployable or that recently more than 1000 engineering colleges have closed down. However, facts and figures are not the only validation of our point. Make sure you back it up with examples.

Another example, if the topic of the GD is 'Prudence is the essence of good economics', why not start the GD by defining Economics as, the branch of knowledge concerned with the production, consumption, and transfer of wealth? If you know it, say it!

1. Questions

Questions are a great way of initiating a dialogue or discussion. You can either ask open ended questions or close ended questions that require a yes/no answer. Either way, this shows your skill and knowledge. Instead of waiting for the answer, go ahead and answer the question yourself.

For a topic like, is 'Money everything in the world?', you could start by asking: "Can Money buy happiness? Can money buy life to a terminally ill person?"

Try to score by increasing your size, not by cutting others short.

13.7 What is the Ideal Way to Summarize a GD?

You can summarize and use this for making a last impression on the judges. You can summarize what the group has just discussed in a nutshell. Just keep the following in mind while summarizing:

Avoid raising any new points.

Avoid stating only your viewpoint. Include what others said if possible by referring to others by their names

Keep it short and simple.

Incorporate all the important points that came out during the GD.

13.8 Most Common Mistakes Made at Group Discussions

A close analysis of several GDs conducted over the years have revealed a few common errors. These have been illustrated below in a case study format for better understanding of the situation and the reaction and response of the candidate. Learning from these case studies can result in avoiding mistakes and result in success:

Case in Point: Emotional outburst in a GD

Ketan: I feel women are generally weak and don't speak up before powerful people.

This causes a lot of problems for them.

Tanya: I feel that is very sexist statement to make Mr. Ketan. You are a typical Indian male who does not respect women.

Ketan: Madam, I did not mean to disrespect you. I mean that society over the centuries has conditioned women...

Tanya: (interrupting Ketan and speaking in a very agitated tone): You are a male chauvinist Pig. Typical MCP who believes that women should stay at home and cook while you men have all the fun. It is you dirty society that has caused us women to be persecuted!

Hiren: That's not what he meant. You are getting angry over nothing. Our topic is whether there should be 'reservation in the private sector'. Women were used as a metaphor.

Tanya: Don't tell me what women deserve. You men are all the same.

Analysis by the panel of judges

What Tanya essentially did was to:

Lose control over her emotions.

Lose her objectivity and deviated from the topic.

Single out another participant for a personal attack without letting him explain his point of view.

Take a general remark personally and make a huge issue out of it.

Spoil the atmosphere of the GD and unsettled everyone.

Her behaviour was perceived as immature and demotivating to the rest of the group and she was not selected.

Case in Point: Quality Vs. Quantity

Christopher: I believe that India can be next superpower if we invest in nuclear energy.

I feel this because I have felt always that the Chinese are taking advantage of India since 1962. It's time to pay them back by reducing reliance on coal..... (and he spoke over 3 minutes).

Aastha: But friend, you have no plan for disposal of nuclear waste. It is a huge problem and has to be tackled properly. My suggestion for disposal is...

Christopher (interrupting her): Don't worry about disposal. I have seen huge empty fields when I travel to my native place by train. It can be buried there. (He then spoke for over 2 minutes telling them how easy it was to just bury nuclear waste in a place where no one lived!)

Aastha: I must suggest that this idea is absurd...how can you just empty nuclear waste without a long range plan adhering to the International Nuclear treaty signed by our partner nations? It....

Christopher: (speaking loudly): How can we defeat China if we worry about such things. I have another plan for the nuclear waste which is causing so much problems here....

Analysis by the panel of judges

Christopher believes that the more he talked, the more likely he was to emerge as a leader in the GD. So, he interrupted other people at every opportunity. However, his thoughts were too scattered and did not have logical flow. His plans were not well thought of. He kept speaking for the sake of it. He was rejected.

Aastha on the other hand spoke just once or twice but she made an impact by her concern for the disposal of the nuclear waste, knowledge of international conventions and treaties on the topic and speaking about her plan for the disposal of the same. She was selected.

The judges said: "Contributing meaningfully is essential to the team's success." Domination is frowned upon.

Christopher was not selected as a result of this analysis.

Case in Point: Ego hurts your case

Krishh: The topic today is the skill development sector in India is not performing to full potential." I have worked in the profile of HR executive at the World Bank before and I can say with full authority as compared to India Central and South America the picture is more downbeat. Brazil is the biggest cause of concern. By the end of this year, GDP is likely to have fallen by over eight per cent in the past two years, with the unemployment rate expected to end the year at around 12 per cent (up from 6.5 per cent in the final quarter of 2014). Colombia's Labour market also took a turn for the worse on the back of slowing economic growth, albeit the economy is expected to pick up again next year. In contrast, Chile has performed well.

Saksham: (laughing at Krishh): Friend, you seem to be an encyclopedia on all other countries besides India. Coming back to the topic, the Skill Development ministry in its white paper has said that Engineering colleges will have compulsory internships as part of their curriculum...

Krishh: I have a lot of knowledge on this subject. During my work experience I was exposed to India's skill development sector and I can say that 80% of all projects in skill development will fail and only 2.8% of that rest 20% will get the funds....

Mehjabeen: I think you are just making up the numbers and figures. The data coming from the Niti Ayog shows an increase in the performance, so your figures seem made up.

Krishh: How can you say that. I know everything about this topic. Let me tell everyone in this group

Analysis by the panel of judges

Krishh was so happy to have got a group discussion topic he had prepared for. That's why he got lost in the maze of facts and figures which were not relevant to the topic. In his enthusiasm to come across as a master of his subject, he just wouldn't focus on the topic as he thought he knew everything. His ego came in the way of his performance. And that's why the rest of the group either made fun of him or ignored his attempts to enlighten them as they thought that he was making up the data just to sound knowledgeable.

Krishh was rejected.

Case in Point: Make the right start

Swamy: 'The positive impact of IPL in Indian sports' is our topic today. Let me start by saying upfront that IPL has been a huge reason why betting and other evils have crept up in Indian sport. The recent case of players caught in match fixing shows that concepts like IPL have proved to be detrimental for Indian sport. And....

Rangoli: But friend let me remind you that the topic is the positive impact of IPL. I feel IPL has created a huge opportunity in sports management in India. It is a net employer directly and indirectly of lakhs of people

Swamy: uh...Ummm, yes...that's what I meant...that IPL can be good also for the country as it has indirect benefits to the businesses.

Analysis by the panel of judges

Swamy knew that this will be a very competitive panel and hence he was desperate and eager to start first. He knew that everyone would compete to initiate the discussion.

But he jumped the gun by speaking without even understanding the topic! And this proved to be his biggest obstacle as he started literally on the back foot, defending his mistake. Loss of credibility hurt his prospects and hence he was not selected.

13.9 Summary

A GD is a necessary step towards getting shortlisted for the interview round. You are being evaluated for your personality traits and communication skills. The GD is not a test of your knowledge only. It is a holistic method of getting to know how you will perform in a team if you are selected. Put forward your point of view without being aggressive and remaining calm and assertive.

Focus on your strengths and do not spend too much time thinking about how others are better than you. It is easy to pick up these cues from your body language. So be very careful of this. Use language that is simple, direct and straightforward. Don't shout. Make eye contact with each and every candidate present.

Knowledge Check

Get Ready for the Real World

The last day of Engineering College found Avrit, Harmeet, Tina and Ahmed in a somber mood. Four years of studying, doing projects, watching movies, participating in college fests were coming to an end. And suddenly, the future loomed on the horizon as a giant mountain that needed to be climbed. Studies pressure had been immense and the days literally had whizzed past. Avrit could remember the first day of college when he met his 3 best friends so vividly. And last night the spell had been broken by a call from his father:

"So Avrit, when is placements week?"

"Next week Papa", he replied.

"Have you prepared? Remember son, getting a good job in a respectable company is the only thing that counts. Your first job will determine the rest of your career."

As if he didn't know, Avrit thought privately.

"No problem dad, it's all cool. I will crack the interviews." he said.

Ahmed had a similar conversation with his elder brother, a Vice president at a multinational who had funded his education, too. Tina had been avoiding her father's calls whereas Harmeet's mother had been camping at a nearby hotel since 2 days. So much pressure!

The four friends were constantly discussing with each other, all of sudden paying more attention to the placement cell.

"You shouldn't have fought with Suruchi, the placement-in-charge last year" Harmeet told Avrit. "Now she won't even tell us which companies will be coming on campus."

Avrit grew more anxious hearing such things and 2 days before placement week, he found himself a stammering bundle of nerves, unable to sleep or concentrate on anything. His father called him that night and Avrit could not take it anymore. He broke down and cried, said he was unable to face the prospect of the GD-PI placement process. His father spoke to his younger brother Rahul, a soft skills trainer who called Avrit immediately.

"Uncle, I am very nervous. Why should I have to face GD or PI? I have always been a topper."

Rahul said: "Avrit, an interview is the only way in which your knowledge, personality and verbal skills will be tested through face to face, personal contact. The interview is nothing but an 'inner-view' of your personality. Remember, there are thousands, even lakhs of candidates fighting for a

few jobs. Then how will companies choose. Interviews and GD are the only way in which they can screen out the wheat from the chaff. Where there is competition, there will be interviews. Interviews and GDs give you the one and only chance to show off your knowledge and your power of expression.”

“Do you agree that the company wants the right person for the right job?” asked Rahul

“Yes” said Avrit

“You want to be that right person who gets the job?”

“Yes”

“Then you have to face the GD and interviews confidently. No matter how good your resume, your personal presence at the GD and PIs will determine your success or failure at the interview process.”

“So how do I prepare for the all important GD and PI?”

“Let’s take it one at a time Sudhir. I will come tomorrow to your campus and speak to you about GD first.”

Rahul reached the next morning, where he found Sudhir and his 3 friends waiting for him. All four seemed very nervous as they had heard that the first company, a reputed multinational bank was going to conduct a Group Discussion as a first-round placement process.

He greeted them and said: “GD is a methodology used by a company to decide whether you have the personality traits that they require in that job. More important than speaking though is the ability to convince the others and the moderator with your point of view.”

“So I will shout the loudest!” said Ahmed

“No, shouting is not the answer. You need to be very soft spoken, but remember: whenever you speak it has to be with the proper effect and speak to convince.

Tina asked: “So is it too late to prepare for our GD which is in two days? How can we do well in that GD? There will be so many prepared participants than us!”

Rahul said: “While it is true that you need to have adequate preparation, but still with a little presence of mind and by employing a few tricks and techniques, you can do well in Group discussions and even in personal interviews. For example, Initiate the GD. Show the right attitude. Try and be the first to speak. Keep eye contact while speaking. I can share many other tips with you. Don’t keep interrupting others.

“Wow”, all four shouted in unison! “These tips are great!”

And then Rahul said: “don’t be too happy! Remember that GDs are only a screening method. The real test will be the personal interview.”

Applied Knowledge

CHAPTER 14

Personal Interview and Interactions

LEARNING MILESTONES

This Chapter will enable you to:

14.1 The importance of Interviews

Let us start by asking a question: Would you select a candidate who does not have communication skills? A shocking majority of employers and recruiters said No! They would not hire such a candidate. They have answered that they would not hire someone who does not perform well in the interview.

The reality is that recruitment or selection methods are still heavily focussed towards communication skills, particularly the job interview. Interviews favor those who can communicate their ideas fluently and come across as likable and able to convince the panel that they are the right candidate.

The personal interview is widely regarded as the ultimate test of selection. Irrespective of the industry or institution, the interview is a subjective methodology adopted by recruiters often relying on commonsense and first impressions to check the suitability of the candidate. The interview is assumed to reveal what the Resume and the technical qualifications of the candidate cannot.

The selecting body or the recruiter wants to see and meet the person they intend to hire. Whether it is face to face or via telephone or video call, the interview reveals personality traits which come forth based on sustained questioning. Training times and budgets have shrunk and Today,

every organization requires professionals who are capable of handling responsibility from the Day 1. Your ability to carry yourself with dignity and poise and answer questions with confidence and ease can hide deficiencies or gaps in your Resume. It gives the recruiter the confidence that Yes! You are right person for this position! Hence it is necessary to prepare well for your interview. The following chapter focuses on the essentials of interview success and FAQs for intensive interview preparation.

14.2 What do interviewers look for?

Success in the interview is a combination of many factors. While the interview itself is an event that takes place on the pointed date and time, the preparation for the interview is a process. A slow and steady process that needs to begin today! Through an experience with interacting with and training thousands of candidates, the author has narrowed down the follow qualities that interviewers look for in successful candidates:

Remember: Form does not always win over function. i.e. looks cannot substitute domain expertise.

Case in Point: Anadya received an interview call. She was not familiar with the area where the organization was located. So, the previous day, she asked her network, found the location on Google maps and actually took a cab and went to the location. She found that the cabs were not allowed inside the main gate and the walk from the main gate after completing all security formalities took almost an additional 20 minutes. On the day of the interview she left on time, and since she was familiar with the procedures he reached the interview waiting room 20 minutes before the allotted time. The room was empty! Just when it was time for her call, she saw another candidate rush inside the room, all hot and sweaty! Later, she found out that the other candidate was actually scheduled before her but had missed his appointment because he was delayed at the main gate.

During her interview, she was asked whether she had any trouble finding the location. She replied telling them that she had come the previous day to see the location. The panel was impressed and she got the offer! When she went out smiling, she saw that other candidates were still coming in, well after their appointed time!

14.3 Checklist for the Interview-Preparation

Before you appear for the interview, please go through this checklist and answer each question. Be honest with yourself as that may influence the manner in which you answer questions in the actual interview. It will also help in being prepared and do wonders for your self-confidence.

14.4 Type of Interviews

Interviewers use five different types of techniques - Screening, Open-Ended, Case Study, Behavior- based, and Stress. Being aware of the different types can help you in the preparation and be ready for anyone, anytime, anywhere.

1. Screening Interviews

This is used to shortlist candidates from a vast pool. For example, a recruiter who goes onto a job site and selects candidates. This is followed up with a phone or video call where the interviewer quickly determines the focus of your answers. Through this focus they eliminate candidates who they think are unsuitable. This is a very important opportunity to create the best first impression and the key trait to be displayed here is self-confidence. The information that the interviewer wants is very clear and your answer should be very clear as well.

Case in Point

Question: "Why do you think that you are good for this position?"

Answer: "I have done an internship where my primary focus and responsibility was aligned exactly with the requirements of your position. I used my excellent communication skills to make a lot of presentations to my superiors and potential clients. I am confident that my background and your requirement are in sync and I will be a good fit for this position"

1. Open-ended interviews

The questions that the interviewer asks in these types of interviews do not require a simple Yes or No. Rather, you determine the focus of your answer. The interviewer asks a general question and does not ask for specific information. Instead, the interviewee answers based on experience and understanding of the question. There is no right or wrong answer here. Just simple the best answer, that gets the best result.

Case in Point

Question : "Tell me about yourself."

Answer: "I have done B. Tech in Automobile Engineering and an MBA from the Northmain University, and have recently completed the course. I have 2 years work experience with Maruti Udyog, Manesar where I had both production floor as well as administrative exposure. I was involved with the production of the Brezza model where we introduce Branch Robotics to the plant. Robotics as I can gauge from my research on your company is also a focus area of your organization. I was given a 2-month training by Fokomura corporation Japan and during the course of this training I also practiced my presentation skills as we had to make a lot of presentations about the plant. I am volunteer with TeachBharat where we educate

slum children in Maths and Sciences.

Tip: Do not give any personal information about your family background or childhood experiences unless specifically asked.

1. Case Study Interview

Here, the interviewer tries to put the candidate in a real-world scenario and observes their response and reaction if faced with a similar situation. This simulates the challenges that the candidate faces in the real world. This is a good way to test creative thinking and problem-solving abilities. When answering this type of question, try to apply a simple problem-solving model – obtain the background information, evaluate the information, establish priorities, evaluate the alternatives, make a decision, communicate and monitor the results.

Case in Point

Question: "Suppose you are working on your first day on the production floor, and a key component catches fire in your machine. What will you do?"

Answer: "Before I start working on the production shop floor, I always locate the emergency equipment and speak with the Emergency Response Team In charge. This way, if any emergency strikes, I am prepared and also able to guide others. My training with the NCC has helped me in developing a sense of danger. As soon as I notice the fire, I would shut down my machine and raise the alarm. I would ensure that the surrounding areas are kept clear of any obstacles and evacuation and assembly of all personnel away from the fire is done in an organized manner.

1. Behavior Descriptive or Behavioral Interviews

Here the interviewer wants to see how you reacted or behaved in a particular situation in the past. The assumption here is that the past performance is an indicator of future performance. What you did is more important here than what you will do.

Case in Point

Example: "Tell me one thing in your old job or in your past that you are proud of?"

Answer : I am very proud of doing an internship along with my studies. I utilized my vacations in 2 semesters to work for an Engineering casting company. Even though it was a small SME, it gave me exposure to aspects of running a business. I was able to relate and apply many theoretical concepts in the real-world environment during my internship.

1. Stress Interviews

Some interviews will turn out to be totally different from what you imagined! The interviewers or panel will create situations or ask you questions that will make you feel very uncomfortable. You will wonder why these are being asked or what is the relevance but you must not ask so. Instead take it in your stride and answer with creativity, maturity and occasional use of humour. Life is full of stress and the panel wants to know if you are mentally capable of handling stressful situations. How you react in pressure or anger is the test of your leadership ability.

Case in Point

Question: "If you were an animal, what type of animal would you be?"

Answer: I would love to be a Lion. The king of the jungle and the master of all they survey! Lions are so majestic and clam, yet command so much respect. The Lion is at the top of the food chain but yet so important in the food cycle. To be honest, my impression of Lions was reinforced after I saw their lovely portrayal in the movie the 'Lion King."

14.5 Power Tips for Success in the Interview

14.6 Frequently Asked Questions

Presented below are some FAQs and their suggested answers. Once again, remember there is no right answer or wrong answer. The winner only gives the best answer out of all the other candidates. Below listed are some of commonly asked questions and their answers as per a wide survey of successful candidates. The reader can use these as a template and build upon each answer based on the position and their own personal experience.

14.7 Summary

The job interview is a subjective process of candidate selection. However, it is the most widely used. Whether phone or video, face-to-face or group, the outcome of the interview is clear for both the interviewer and the interviewee. For the candidate it is the opportunity to make the best first impression and convince the organization of their potential as the best candidate. For the interviewer it is the opportunity to assess whether the candidate is the right fit and has the necessary skills and requirements. In this, the interview is like a marriage or a partnership. Good communication, timing and honesty result in success in an interview.

Knowledge Check

Get Ready for the Real World

MOCK Interview for admission to a top Business Management Program

Applied Knowledge

CHAPTER 15

Neuromarketing:

The Art of Promoting Yourself

Neuromarketing & Human Psychology , Getting Visibility, Influencing Leaders

LEARNING MILESTONES

This Chapter will enable you to:

“Your main selling point is what others say in praise about you.... in your absence”

-Prashant Sharma

“Happiness is when your talent meets others' expectations.”

-Prashant Sharma

15.1 Selling your skills

The universal truth is that: Only that which can be seen is sold. Competition is only increasing and those who can prove their visibility, get noticed. Introverted or shy individuals often get left out and it becomes essential to make behavioral changes in one's personality to remain in the notice of those who matter.

You may have the best technical skills among your peers but in the absence of good soft skills, these tech skills are like gold and cash inside a locker. Valuable only to you, but of no value to anyone else.

Increasingly candidates are becoming like products who are in demand only when they have skills that employers need to choose from a large population. In such a competitive scenario, how do you sell your skills? How do you get noticed in a crowd?

It is important for candidates to have a working knowledge of human psychology and neuroscience in determining how employers make conscious

and subconscious decisions about hiring and buying. By reading others body language, saying the right words and using the correct visual mediums, we can get an insight into how the other person is thinking? What do they want? Because once we understand what the other person wants, we can modify our own behavior to match that want. This is how a successful sale is made. Whether it is sale of a product or service or selling yourself in an interview.

15.2 Neuromarketing as a tool for influencing leaders

Have you ever wondered:

The answer lies in the fact that making decisions is both a conscious and non-conscious process in the brain. It is important to not just work and interact with bosses and clients. It is also important to understand their motivations and the reasons why they behave and act the way they do. This involves aligning your intentions with their agenda. This is exactly what neuromarketing aims to do. By triggering positive feelings and emotions in others and compel them to look at you in a positive manner.

Neuromarketing is a derivative of neuroscience which is combination of human psychology, consumer behavior and marketing research. The objective of applied neuromarketing is to determine what motivates influencers and leaders to make their decisions and how our efforts can influence them to choose favorably towards us.

While neuromarketing employs tools like VR, Eye tracking, EEG and FMRI, facial coding and other technological tools, it also involves getting an insight into basic human behavior and motivations through basic psychology.

15.3 Using neuromarketing and psychology to get ahead

It is a simple matter of demand and supply. The successful candidates are those who can supply the correct information or product to the right person at the right time. Neuromarketing helps prospective candidates and sellers to achieve their goals and targets by understanding their target market's motivations.

Neuromarketing is also used in Social Networking, Machine Learning and Big Data for understanding and influencing internet search behavior and website design. Through neuromarketing, a prospective job hunter or supplier can see where the demand is? What skills do they need to work on to get hired? What courses to take so that their knowledge and skills are current and up-to-date with the latest industry requirement. And accordingly can direct his or her efforts in precisely our direction without wasting time.

15.4 How do recruiters and clients make decisions?

Anyone looking to get hired or promoted or wealthy or just plain lucky can use Neuromarketing for their personal gain. Research has shown and advertising and marketing have proven time and time again that buying or hiring decisions are taken not just on the basis of data or information but on the basis of emotion.

Where data fails, emotion always wins!

People who can understand how to read other people's mind can get their work done. And how does one master this art of reading minds? Simply by using logic and emotion in the same discussion or pitch. Logic gets people to give you a meeting or a chance in an interview to talk about yourself. But in a situation where most others have the same skills or education, how do you convince the recruiter or buyer? By sharing

experiences and stories with them that transport them into your world. Through your stories and shared experiences, you can demonstrate to people:

Either argument or pitch involves a clever use of different kinds of emotions.

The following case studies with their analysis demonstrate how a psychology based approach can be used for personal success in the interview scenario:

Case in Point: Interviewer: "How good are you at this task or technology? How long have you been using this technology or software?"

You: "When I was in school I saw a movie called Artificial Intelligence by Steven Spielberg. That's the first time I felt the impact of Science fiction and Machine Learning in our lives, but I was too young to understand it completely. However, that love for Computers and Technology stayed with me and I knew I wanted to make a career in Data Science. When I was in college Big Data Analytics was a concept just coming into fashion. I took courses related to Big Data and ML. In fact in college I collated all the data through a software I created and made a database for the library based on user data and even received a commendation certificate from the founder! I am very passionate about this technology."

Analysis: With the above answer you left an impression in the interviewer's mind. You could have answered by having a boring, technical discussion of the technology and the projects that you have done with this technology. But that's just another routine answer.

Instead you used basic human psychology. You told a story of a college library that had many problems. You took the interviewer and us on a mental tour of the campus. We see the library systems getting transformed thanks to your software. We see books being issued and returned on time, reminders and fines being managed seamlessly. We see a thankful administration and you are reason for their happiness. And the interviewer thinks: This is the kind of candidate I want in my team!

That's what your objective should be in an interview, especially a job interview. To create a movie about you that plays in your interviewer's mind long after you've left the room! You should not just provide information given in our CV about our skills. Instead you should tell a story about how we used our skills to add value to a situation.

Case in Point: Interviewer: So tell me, what makes you qualified for this job? Why should we buy from you? What is your USP? What skills do you have that others don't?

You: Recently I was part of a team that took part in a hackathon. We were given a community problem and we had to create an app and solution to solve that problem. Everyone was busy working on their tasks and there was a heavy rush on the systems. Just a week before submission date, there was a massive power surge in the transformer and due to the spike in power, the main fuse of the building blew. It was festival time and a weekend, so the electricity offices were closed. The management tried their best to get the power up without success. It was a crisis situation as our team was sure to win a prize in the competition which would add a lot of prestige to us and the management.

It was a crisis. Everyone was very dejected and frustrated. I left the campus and went to the Electricity office at night. There was a watchman sound asleep. I woke him and took the local Junior Engineer's number. I called the JE but he didn't pick up. I convinced the watchman to give me the JE's address. I went to the JE's house and requested him for help. The JE was very helpful and immediately sent two linesmen with me with spare equipment. The linesmen were able to provide us power through a temporary connection only for 48 hrs, but that was enough for us and enabled us to complete our project.

I am proud to say that we went on to get 2nd prize in a field of 100 groups!

Analysis: Through this answer you showed many qualities which are important for recruiters and managers: Leadership, initiative, a creative thinking, people skills. These are the qualities that you get selected for. Your technical skills and education are important but may not be unique to you. But the ability to remain calm under stress and get things done are very valuable to any decision maker.

Your interviewer knows you didn't work alone. That you worked on a team. But you don't have to keep bringing up your teammates in this story. The objective is to make yourself look good. And be proud of yourself when you tell such incidents. The interviewer will connect the dots and remember you at the time of selection.

15.5 Three Steps to use Neuromarketing for life success

In daily life, decisions are taken based on certain variables. Irrespective of your vocation or vertical, the following are some ways in which neuroscience and neuromarketing can you help attain professional success by following these 3 steps:

1. Attention

This is the perhaps the most crucial part of business communication. In a CV, a good headline to describe yourself gets the attention of recruiters. In a presentation, a good opening grabs the attention of the audience. In a job interview, a good handshake and self introduction creates a positive start to a new engagement.

In advertising, media and FMCG packaging specially designed logos, colours and fonts are chosen after long research, to grab eyeballs.

2 Storytelling

Business Storytelling combines data, emotion and context to influence the listener. In a job interview, telling the interviewer about your experience and involvement in a crucial project where you were able to solve a major problem, helps them get an insight into your capabilities. Storytelling helps the interviewer to remember you after you have exited the room. A good story about how your success in a particular college or professional project is like a movie about you that plays in your interviewer's head long after you've gone. Stories help you to establish common ground with the listener, to change someone's mind, to motivate and energize or to caution someone against making a mistake.

For example, when you are thinking of buying a new smartphone or gadget, you go online and look at reviews. But what are reviews? Reviews are stories. They are not just facts, features and specifications. They are stories about the experience of others who have used that similar gadget.

Case in Point: A 75 yr old convent educated, well-read senior citizen lady had been suffering from progressive hearing loss. Over the years, her son got her the best medical treatment but her hearing continued to decline. Her hearing loss was also cause for miscommunication and conflict in their house. He and his wife tried their best to convince their mother to wear a hearing aid but she was totally against the idea. They would show her catalogues and fliers and information on the latest hearing aid solutions but she would not agree. She would argue: What would her friends think??? Embarrassed at the thought of her friends laughing at her hearing aid, she continued to suffer due to declined hearing but refused to wear an aid.

One time, the son took his mother to the doctor for a check up. The doctor was a friend of his and while examining her ears he casually turned to the son and asked: "So when is your wife due for her delivery of her second child?" The son replied "in 3 weeks." The doctor casually turned to the mother and said: "But Aunty so sorry but you won't be able to participate in your grandchild's happiness." The mother was angry and said: "why are you talking like this?" the doctor replied , when the child will cry or call out to you, but you wont be able to hear the child".

The mother was silent all the way to the home. As soon as she reached, home she told her son to order the hearing aid immediately! She kept on insisting for many days and didn't rest till the hearing aid came. And she hasn't taken it off since! All because she didn't want to miss out on hearing her grandchild's voice!

Where data and logic could not convince her, emotion did!

1. Perception and Reputation

Successful candidates work on how others perceive them. How others talk about you and think about you and how that information is absorbed by the leaders, contributes significantly to your success. If someone gives good feedback about your presentation skills to your leader, then it can influence their mind towards you. In this case, even your below average presentation will look good to them. It is very important to cultivate an image and persona where others speak well of you. Due to social media and other channels, this reputation, whether positive or negative reaches the ears of decision makers very quickly. So pay attention to your professional image and reputation. Someone is always watching!

Case in point: Recommendations about you or client testimonials of your product are far more effective than your qualifications. Others who have had a good experience dealing with you are the best ambassadors for you. It is always beneficial to ensure that your professional profile on platforms like LinkedIn have good recommendations from credible people who can vouch for your technical and professional ability. Recommendations and testimonials build your reputation.

15.6 Recognize opportunities and openings before the competition

Two easy ways in which you can recognize and capitalize on opportunities before others are:

15.6.1 Observation

In this age of hyper competition, a keen observation of one's immediate environment can help you come out ahead. Successful people have an in-built alert system to detect when something around them has changed. It could be a physical change in their leader, or non-verbal cues. Either way, through observation, the reader can take immediate action and steps to align themselves with the leaders. If some event happens regularly in your life but does not happen one day as per schedule, it is important to know why? For example, a leader who greets you daily, suddenly starts ignoring you, or a co-worker who is always on time, suddenly starts to come late. It is important to know why it is occurring and evaluate how and why this change in pattern can affect you? And then enable you to take steps accordingly

Case in point: Shaurya is a software engineer working in a global IT company. He has been on good terms with his boss and clients and quite popular with his colleagues. Since last month Shaurya has been noticing that client has been delaying responses to his queries. A number of dependencies have cropped up and the backlog is growing. Shaurya has also noticed that lately his boss is not making much eye contact with him. Shaurya initially ignored these signals but when it became a pattern he decided not to ignore it any further. He sought an appointment with his reporting manager and asked him if anything was the matter. The boss dropped a bombshell that the project was going to be scrapped and their division may close. Shaurya did not waste time and immediately started looking for opportunities in other groups. He got absorbed in a long term project that had just been ramped up. Sure enough, after a fortnight Shaurya's previous project was ramped down and his other colleagues are on the bench. Shaurya's alertness to his environment saved the day for him.

15.6.2 Matching yourself with your leaders

The principle of matching is that we like to work with people who we think are like us.

Matching is a framework that can be used for ensuring that you are prepared for any eventuality. Nothing then will come as a surprise to you and if there are any serious issues, you will be prepared and equipped to handle these issue.

Matching is done on 2 levels. Behavioral and Physical.

1. Behavioural: Understand the leader's agenda

In meetings or in a group observe the kinds of questions leaders or recruiters ask. That will give you an idea as to what is important for your leader. What are their priorities? You may realize that your priorities are different from your leader's. Matching your agenda with your boss's or recruiters will help you in focusing on what is important for your leader, not just for yourself.

Case in Point: Raghu regularly reads The Economic Times, Mint and Business World Magazine. In one such edition, he read an interview with his company's MD who said that he is very interested in the automobile sector and their main focus in the next 3 years will be on Machine Learning and AI focused on the automobile sector. Raghu immediately started updating himself with technologies related to driverless cars and automobile security and in the next town-hall in the presence of the MD, asked a questions related to whether their project could be extended to include drones in the e-commerce vertical? The MD was impressed and asked Raghu's reporting manager to include him on an important on-site project related to intelligent autos.

1. Physically Matching yourself

Match your pace, walking style, talking pitch and speed, volume with the others. You will find leaders responding better to you. For e.g. If your leader bends towards you to talk, it's a good idea to mirror that posture. In a call, if your voice volume is much lower or higher than the others that

there is a chance you will not be heard.

15.7 Summary

A basic knowledge of human psychology can help to give you a winning edge. Modern marketing methods like neuromarketing combined with Data Analytics, Machine Learning and AI enable professionals to beat the competition. Advertising works on tapping into our psychology. Sports coaches instill a sense of commitment and urgency in their troops by invoking a spirit of winning. Leaders in Defense forces martial their troops by invoking a sense of sacrifice and patriotism. Good leaders motivate their staff by not just monetary incentives but by giving praise, encouragement and feedback at the right time. Doctors are able to provide hope and motivation to their patients by saying the right thing at the right time.

We too can use tools such as Storytelling and Matching to make ourselves look good in the eyes of the leaders and ensure our visibility when they make decisions related to our future.

Knowledge Check

Get Ready for the Real World

“So Aishwarya, tell me about yourself. What are your strengths?” asked the interviewer.”

“Umm, I was born in Vijayawada in the year 1997. It was the hottest ever year I have heard so many times. My father is a manager in Honest Bank, which is 25 minutes from our house. He generally drops me to college on his way to office. My mother is a teacher and my sister is in college and she is pursuing her Masters in Fine arts. I live with my parents and grandparents in our ancestral house. I got 84%marks in my class X exam and then I was wondering which subjects to take and...”

“That will be enough Ms. Reddy” said the interviewer to Aishwarya. She was surprised as she had just sat and begun her speech that she had practiced many times. This was a make or break interview for her as there were no other companies for campus placements. Dejected she came out of the interview room where her best friend Yudi who was also Student Placement Cell in-charge asked her? “How did it go? How come you came out so soon?” She started crying and rushed away without speaking.

The next week Yudi came to know that Aishwarya had not been selected. He was on good terms with the recruiter and called him for a general report and then asked her about Aishwarya.

The recruiter said, “Oh, she has not idea what she is talking about. I asked about her strengths and she started to give me her personal family history! Sorry but we cannot have such unprofessional candidates working for us.”

Yudi shared this feedback with Aishwarya who replied: But what should I have said?”

Yudi replied: “Recruiters wants to get an insight into your personality. They want to know that they are selecting candidates who will fit perfectly into their company. You must tell them about projects that you have been part of, your professional interests, what you have been doing to educate and upskill yourself in latest technologies, etc. Tell them about some situation where you showed some leadership or initiative. They want their employees to use these skills at work as well. You need to match your skills with what the recruiters want. Only then will they be able to judge whether you have the right soft skills required for the job.

Anyway I have lined up one more interview for you. Make sure you are prepared this time.”

Aishwarya went totally prepared with short 2-3 case studies from her life where she displayed excellent organizational and communication skills. She spoke about her involvement with extra curricular and community service projects and the recruiters were impressed. She was surprised that

the recruiters discussed these projects as much as her technical knowledge in the interview.

She is confident of getting the job.

Applied Knowledge

Build Your Vocabulary

Learn and use the Words and Business phrases used in this chapter to improve your Spoken English Skills:

Competitive edge: To have an advantage over others due to presence of some skill

Align Yourself: To become part of the other person's project or plan by doing or thinking what they want.

Insight: Knowing what is in the other person's mind and making your plan accordingly.

Seamless: Something that happens or is done without interrupting the normal workflow or schedule.

Perfect fit: A skill or thought that exactly matches what your leader wants at that point of time.