DR.BABASAHEB AMBEDKAR OPEN UNIVERSITY

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BCAR-305

Personality Development

PERSONALITY DEVELOPMENT

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DR. BABASAHEB AMBEDKAR OPEN UNIVERSITY

AHMEDABAD

ROLE OF SELF–INSTRUCTIONAL MATERIAL IN DISTANCE LEARNING

The need to plan effective instruction is imperative for a successful distance teaching repertoire. This is due to the fact that the instructional designer, the tutor, the author (s) and the student are often separated by distance and may never meet in person. This is an increasingly common scenario in distance education instruction. As much as possible, teaching by distance should stimulate the student's intellectual involvement and contain all the necessary learning instructional activities that are capable of guiding the student through the course objectives. Therefore, the course / self-instructional material is completely equipped with everything that the syllabus prescribes.

To ensure effective instruction, a number of instructional design ideas are used and these help students to acquire knowledge, intellectual skills, motor skills and necessary attitudinal changes. In this respect, students' assessment and course evaluation are incorporated in the text.

The nature of instructional activities used in distance education self-instructional materials depends on the domain of learning that they reinforce in the text, that is, the cognitive, psychomotor and affective. These are further interpreted in the acquisition of knowledge, intellectual skills and motor skills. Students may be encouraged to gain, apply and communicate (orally or in writing) the knowledge acquired. Intellectual-skills objectives may be met by designing instructions that make use of students' prior knowledge and experiences in the discourse as the foundation on which newly acquired knowledge is built.

The provision of exercises in the form of assignments, projects and tutorial feedback is necessary. Instructional activities that teach motor skills need to be graphically demonstrated and the correct practices provided during tutorials. Instructional activities for inculcating change in attitude and behaviour should create interest and demonstrate need and benefits gained by adopting the required change. Information on the adoption and procedures for practice of new attitudes may then be introduced.

Teaching and learning at a distance eliminate interactive communication cues, such as pauses, intonation and gestures, associated with the face-to-face method of teaching. This is

particularly so with the exclusive use of print media. Instructional activities built into the instructional repertoire provide this missing interaction between the student and the teacher. Therefore, the use of instructional activities to affect better distance teaching is not optional, but mandatory.

Our team of successful writers and authors has tried to reduce this.

Divide and to bring this Self-Instructional Material as the best teaching and communication tool. Instructional activities are varied in order to assess the different facets of the domains of learning.

Distance education teaching repertoire involves extensive use of self-instructional materials, be they print or otherwise. These materials are designed to achieve certain pre-determined learning outcomes, namely goals and objectives that are contained in an instructional plan. Since the teaching process is affected over a distance, there is need to ensure that students actively participate in their learning by performing specific tasks that help them to understand the relevant concepts. Therefore, a set of exercises is built into the teaching repertoire in order to link what students and tutors do in the framework of the course outline. These could be in the form of students' assignments, a research project or a science practical exercise. Examples of instructional activities in distance education are too numerous to list. Instructional activities, when used in this context, help to motivate students, guide and measure students' performance (continuous assessment)

PREFACE

We have put in lots of hard work to make this book as user-friendly as possible, but we have not sacrificed quality. Experts were involved in preparing the materials. However, concepts are explained in easy language for you. We have included many tables and examples for easy understanding.

We sincerely hope this book will help you in every way you expect.

All the best for your studies from our team!

PERSONALITY DEVELOPMENT

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Personality Development

BLOCK 1 : PERSONALITY DEVELOPMENT

UNIT 1   PERSONALITY (DETAILED CONCEPT)

UNIT 2   PERSONALITY DEVELOPMENT

UNIT 3   BODY LANGUAGE

UNIT 4   PLEASING PERSONALITY

PERSONALITY DEVELOPMENT

Block Introduction :

A Personality of an individual is the most important asset for (the Corporate of) the professional success. In fact, how you look, is as important as how your personality is. Personality in a layman's term can be considered as the personal ability of an individual. It incorporates body language, dressing sense, grooming and other skills. It includes internal depth as well as external appearance of an individual. Personality enhancement over the period of time is a gradual process, but one has to consciously deal with the same. One has to work upon making own personality a pleasing one. The block is the manifestation of the concept of Personality, Personality development, Body language and the tips to evolve as a Pleasing personality.

Block Objectives :

1. The course will enable the students to understand the concept of Personality.

2. It will further help in developing one's personality.

3. It will enhance the potential to develop appropriate Body Language and Pleasing Personality.

Block Structure :

UNIT 1 : **Personality (Detailed Concept)**

UNIT 2 : **Personality Development**

UNIT 3 : **Body Language**

UNIT 4 : **Pleasing Personality**

Unit 01	PERSONALITY :

PERSONALITY :
(DETAILED CONCEPT – CHARACTERISTICS, FACTORS, ROLES OF PERSONALITY)

UNIT STRUCTURE

1.0 Learning Objectives :

i. The unit will enable the students to understand the various characteristics of a good personality

ii. It will help to understand the factors that affect the personality

iii. It will further throw light on the roles that a good personality plays

1.1 Introduction :

The chapter throws light upon the different perspectives of personality, including various characteristics that make an individual a good personality. The chapter has also talked about the varied factors that affect the occurrence of a specific type of personality. A personality performs infinite role and so keeping in mind this perspective the chapter includes the roles that a good personality plays.

1.2 Personality : An overview :

Personality is a patterned body of habits, traits, attitudes, and ideas of an individual, as these are organized externally into roles and statues and as they relate internally to motivation, goals, and various aspects of selfhood.

The term personality is derived from the Latin word "Persona" which means 'to speak through'.

This Latin term was used to denote the mask, the actors used to wear in ancient Rome and Greece, An individual's personality is the combination of traits and patterns that influence individual's behavior, thought, motivation, and emotion. It drives individuals to consistently think, feel, and behave in specific ways; that makes each individual unique.

Over time, these patterns strongly influence personal expectations, perceptions, values, and attitudes. In addition to this, personality arises from within the individual and remains fairly consistent throughout life. It is a pattern of stable state of mind and characteristics of a person that influence his or her behavior towards goal achievement. Each person has unique ways of projecting these states.

1.2.1 The study of personality focuses on two broad areas;

1.   One is, understanding individual differences in particular personality characteristics, such as sociability or irritability.

2.   The other is, understanding how the various qualities of a person come together as a whole.

1.2.2 What is Personality ?

According to Gordon All Port, "Personality is the dynamic organization within the individuals of those psychophysical systems that determine his unique adjustments to his environments".

Feist and Feist said, "Personality is a pattern of relatively permanent traits and unique characteristics that give both consistency and individuality to a person's behavior."

By personality, Ogburn means "The integration of the socio–psychological behavior of the human being, represented by habits of action and feeling, attitudes and opinions."

According to Lundberg and others, "The term personality refers to the habits, attitudes and other social traits that are characteristic of a given individual's behavior".

Lawrence A. Pewin said, "Personality represents those structural and dynamic properties of an individual or individuals as they reflect themselves in characteristic responses to situations".

Hence personality is a sum total of ways in which an individual reacts and interacts with others. It is individual differences in characteristic patterns of thinking, feeling and behaving. It is the supreme realization of the innate habit of a living being.

It is an act of courage flung in the face of life, the absolute affirmation of all that constitutes the individual, the most successful adaptation to the universal conditions of existence, coupled with the greatest possible freedom of self–determination.

1.2.3 Early Philosophical Roots :

Sigmund Freud : Sigmund Freud advanced a psychodynamic view of human personality that implicated the ego and superego as the main determinants of individual differences in personality

An individual's personality is the combination of traits and patterns that influence their behavior, thought, motivation, and emotion. It drives individuals to consistently think, feel, and behave in specific ways; in essence, it is what makes each individual unique. Over time, these patterns strongly influence personal expectations, perceptions, values, and attitudes.

Personality psychology is the study of human personality and how it varies among individuals and populations. Personality has been studied for over 2000 years, beginning with Hippocrates in 370 BC and spanning through modern theories such as the psychodynamic perspective and trait theory.

The word "personality" originates from the Latin word *persona*, which means "mask." Personality as a field of study began with Hippocrates, a physician in ancient Greece, who theorized that personality traits and human behaviors are based on four separate temperaments associated with four fluids of the body known as "humors". This theory, known as humorism, proposed that an individual's personality was the result of the balance of these humors (yellow bile, black bile, phlegm, and blood), which corresponded to four dispositions (grumpy, melancholy, calm, and cheer, respectively). While this theory is no longer held to be true, it paved the way for further discoveries and insight into human personality.

Interestingly, several words in the English language that describe personality traits are rooted in humorism : "bilious" means bad–tempered, which is rooted in humorists' thought that yellow bile was associated with grumpiness; "melancholic" is from the Greek words for "black bile," again rooted in humorists' thought that black bile was associated with depression. Similarly, "phlegmatic" describes a calm personality and "sanguine" (from the Latin for "blood") a cheerful or playful one.

A great deal of modern personality psychology is influenced by, and attempts to answer, the following five philosophical questions about what really determines personality :

1. **Freedom versus determinism :** How much, if any, of an individual's personality is under their conscious control ?

2. **Heredity versus environment :** Do internal (biological) or external (environmental) influences play a larger role in determining personality ?

3. **Uniqueness versus universality :** Are individuals generally more alike (similar to each other) or different (unique) in nature ?

4. **Active versus reactive :** Is human behavior passively shaped by environmental factors, or are humans more active in this role ?

5. **Optimistic versus pessimistic :** Are humans' integral in the changing of their own personalities (for instance, can they learn and change through human interaction and intervention) ?

1.3 Approaches to Studying Personality :

Research into these five philosophical questions has branched into several different approaches to studying personality. The major theories include the psychodynamic, neo–Freudian, learning (or behaviorist), humanistic, biological, trait (or dispositional), and cultural perspectives.

• Psychodynamic theory, originating with Sigmund Freud, posits that human behavior is the result of the interaction among various components of the mind (the id, ego, and superego) and that personality develops according to a series of psychosexual developmental stages.

• Neo–Freudian theorists, such as Adler, Erikson, Jung, and Horney, expanded on Freud's theories but focused more on the social environment and on the effects of culture on personality.

• Learning theories, such as behaviorism, regard an individual' actions as ultimately being responses to external stimuli. Social learning theory believes that personality and behavior are determined by an individual's cognition about the world around them.

• Humanistic theory argues that an individual's subjective free will is the most important determinant of behavior. Humanistic psychologists such as Abraham Maslow and Carl Rogers believed that people strive to become self–actualized–the "best version" of themselves.

• Biological approaches focus on the role of genetics and the brain in shaping personality. Related to this, evolutionary theories explore how variation in individual personality's variance may be rooted in natural selection.

• Trait theorists believe personality can be conceptualized as a set of common traits, or characteristic ways of behaving, that every individual exhibits to some degree. In this view, such personality traits are different from person to person but within an individual are stable over time and place.

With any of these theories, it is important to keep in mind that the culture in which we live is one of the most important environmental factors that shapes our personalities. Western ideas about personality are not necessarily applicable to other cultures, and there is evidence that the strength of personality traits varies across cultures.

1.4 Characteristics of Personality :

The term personality is used in various senses.

Generally, it is used to indicate the external outlook of an individual. In philosophy, it means internal quality.

But in social psychology, the term personality indicates–neither the external or outward pattern nor does it indicate the internal quality. It means an integrated whole. In the modem world and psychology, it has come to indicate the sum total of an individual's characteristics and qualities.

Various thinkers, social psychologists, and others have defined personality in various ways. It is a sum of physical, mental and social qualities in an integrated manner.

Thus, personality is the sum of the ideas, attitudes, and values of a person which determine his role in society and form an integral part of his character. Personality is acquired by the individual as a result of his participation in group life. It refers to something much more essential and enduring about a person.

Beyond this basic point of agreement, personality has other characteristics or features in common.

• Personality is something which is unique in each individual.

• Personality refers particularly to the persistent qualities of an individual.

• Personality represents a dynamic orientation of an organism to the environment.

• Personality is greatly influenced by social interactions.

• Personality represents a unique organization of persistent dynamic and social predisposition.

• Consistency.

• Personality is Psychological and Physiological.

• Personality impacts behaviors and actions.

• Personality has Multiple expressions.

Personality is something which is unique in each individual.

Personality refers to internal as well as external qualities, some of which are quite general. But it is unique to each individual. It is not possible for a person to reproduce or imitate the qualities of the personality of another person.

Personality refers particularly to persistent qualities of an individual

Every individual has a certain feeling as well as other permanent traits and qualities.

Personality is mainly composed of the persistent or permanent qualities that exhibit themselves in form of social behavior and attempt to make an adjustment with the environment.

Personality represents a dynamic orientation of an organism to the environment

Personality represents the process of learning. It takes place in reference to the environment. We do not acquire all the traits of personality at once.

Personality is greatly influenced by social interactions

Personality is not an individual quality. It is a result of social– interaction.

In other words, it means that when we come in contact with other members of society, we acquire certain qualities while we exhibit certain others. All these come to form personality.

Personality represents a unique organization of persistent dynamic and social predisposition

In personality, various qualities are not put together.

They are, in fact, integrated into one. This integration is nothing but a result of organization which may be different from person to person. The behavior of

a person directed to one particular individual may differ from the behavior of another person.

That is why; we put the condition of a suitable environment. This suitability is concerned with individual specificity.

Consistency : There is generally a recognizable order and regularity to behaviors. Essentially, people act in the same ways or similar ways in a variety of situations.

Psychological and physiological : Personality is a psychological construct, but research suggests that it is also influenced by biological processes and needs.

It impacts behaviors and actions : Personality does not just influence how we move and respond in our environment; it also causes us to act in certain ways.

Multiple expressions : Personality is displayed in more than just behavior. It can also be seen in our thoughts, feelings, close relationships, and other social interactions.

Actually, personality is the unique combination of patterns that influence behavior, thought, motivation, and emotion in a human being. There are many approaches to the modem psychological study of personality, including the psychodynamic, learning, humanistic, biological, trait, and cultural perspectives.

It can be described as how a person affects others, how he/she understands, and views himself, and his/her pattern of inner and outer measurable traits. It encompasses the relatively stable feelings, thoughts, and behavioral patterns a person has.

In fact, the Personality of an individual changes over long period of time.

1.5 Factors of Personality :

In the field of organizational behavior, personality is the aggregate of a person's feelings, thinking, behaviors and responses to different situations and people.

Our personality differentiates us from other people, and understanding someone's personality gives us clues about how that person is likely to act and feel in a variety of situations. In order to effectively manage organizational behavior, an understanding of different employees' personalities is helpful.

Having this knowledge is also useful for placing people in jobs and organizations. Having a strong personality is the key to success. This is also a key determinant of good leadership.

A person with a positive attitude can direct one's thoughts, control one's emotions and regulate one's attitude. Every person has a different personality and there are a lot of factors which contribute to that personality. They are called the 'determinants of personality'or the' factors of personality'.

- Environmental Factors,
- Physical Factors,
- Situational Factors,
- Hereditary,
- Family and Social Factors,
- Identification Process,

- Cultural Factors,

- Intelligence,

- Gender Differences,

- Psychological Factors,

Among the factors that exert pressures on our personality formation are the culture in which we are raised; our early conditioning; the norms among our family, friends, and social groups; and other influences that we experience.

These environmental factors play a substantial role in shaping our personalities.

It establishes the attitudes, values, norms, and perceptions of an individual. Based on the cultures and traditions, different senses of right and wrong are formed in individuals.

These environmental factors also include the neighborhood a person lives in, his school, college, university, workplace, friends, parents; everybody plays a role as the determinants of one's personality.

1.5.1 Physical Factors :

There are many physical factors which will determine a person's personality. These physical factors include the overall physical structure of a person : height, weight, color, sex, beauty, body language, etc.

Physical factors are one of the major reasons for that. Most of the physical structures change from time to time, and so does the personality. With exercises, cosmetics, surgeries etc. many physical features can be changed, and therefore, the personality of the individual also evolves.

1.5.2 Situational Factors :

The situational factors can be commonly observed when a person behaves contrastingly and exhibits different traits and characteristics. In this way, situational factors impact a personality in a significant way.

They often bring out the traits of a person that are not commonly seen. An individual's personality, although generally stable and consistent, does change in different situations.

The different demands of different situations call forth different aspects of one's personality. So we shouldn't look at personality patterns in isolation (canon, & Porter, 19&). This aspect is very important for organizational behavior because the manager has control over the organizational situation

1.5.3 Hereditary :

Heredity refers to those factors that were determined at conception. Physical structure, facial attractiveness, gender, temperament, muscle composition, and reflexes, energy level, and biological rhythms are characteristics that are generally considered to be either completely or substantially influenced by the parents.

Hereditary predisposes a certain mental, physical and emotional states. It has been established through research that those psychological characteristics can be transmitted through hereditary. However such conclusive proof is not available for human beings.

1.5.4 Family and Social Factors :

Family and social groups have the most significant impact on personality development. Parents and other family members have a strong influence on the personality development of the child. Parents have more effect on personality development as compared to other members of the family.

Besides a person's home environment and family members, there are other influences arising from social factors like– friends, neighbor, relatives, etc. These groups have their impact through socialization and identification process.

1.5.5 Identification Process :

The identification process occurs when a person tries to identify oneself with some person to whom one feels ideal in the family.

First identification can be viewed as the similarity of behavior between the child and the model.

Second identification can be looked in as the child motives or desires to be like the model.

Third, it can be viewed as the process through which the child actually takes on the attributes of the model.

1.5.6 Cultural Factors :

Culture is the underlying determinant of human decision making. It generally determines attitude towards independence, aggression competition, and cooperation. Each culture expects and trains its members to behave in a way that is acceptable to the group

1.5.7 Intelligence :

There is definitely some relationship between intelligence and personality. Intelligence is mainly hereditary. Persons who are very intelligent can make a better adjustment in home, school, and society than those persons who are less intelligent.

1.5.8 Gender Differences :

Boys are generally more assertive, tough–minded and vigorous. They have better need to succeed with regard to interest and aptitudes. Boys show interest in machinery and outdoor activities. They prefer adventures.

But girls are less vigorous in games. They are quieter and interested in personal appearance. They are very sensitive about personal, emotional and social problems.

Thus sex differences play a vital role in the development of the personality of an individual.

1.5.9 Psychological Factors :

Psychological factors play a big role in the functioning of human behavior and the development of one's personality. Some of the psychological factors are– motives, acquired interests, attitudes, character, intellectual capacities etc.

Beyond the joint influence of these factors however, the relative contribution of each factor to personality varies with the character or personality process involved and perhaps with the individual concerned.

1.6 Roles of Personality in Organizational Behavior :

Personality plays a key role in organizational behavior as the way people think, feel, and behave affect many aspects of the workplace. People's personalities influence their behavior in groups, their attitudes, and the way they make decisions.

In the workplace, personality affects such things as motivation, leadership, performance, and conflict. The more that management understands how personality in organizational behavior works, the better equipped they are to be effective and accomplished in achieving it.

One factor which determines the importance of personality in OB is the environment where the personality of an individual is being studied; after all, personality's impact on an organization is relative and depends on how the organization has been structured.

Weakly structured organizations with loosely defined roles tend to get the most impact, compared to strongly structured organizations with more defined roles. People have many different views of the world that affect their personalities.

When a situation arises, an individual will handle it based upon his or her personal values, beliefs, and personality traits. These traits are developed throughout a person's lifetime and cannot be easily changed, so it is more helpful for managers to attempt to understand this rather than to fight it.

There are 2 types of values governing our behaviors in an organization; personal values and the commonly held values of an organization.

We tend to act in accordance with these values, which in turn will define what is ethical and what it is not.

The beliefs and values remain relatively stable regardless of what situation we are in. Our feelings and behaviors, on the other hand, tend to be easily influenced by the environment in which we function. Traits such as openness, emotional stability, and agreeableness all predict that an individual will have less conflict, work better in teams, and have positive attitudes about his or her work.

People with this type of personality should be placed in situations where they would be working with or leading others. Positive–interpersonal skill is a personality trait that greatly affects the workplace.

Individuals who exhibit this trait generally enjoy working with other people, and they have the empathy and sensitivity that enables them to get along well with others.

Decision–making and independence are greatly affected by personality.

Personality traits such as self–efficacy, conscientiousness, and pro–activity contribute to good decision–making under pressure and independence, while traits such as neuroticism and not being open do not.

In the light of these reflections, our personal values and personalities govern our actions and behaviors, and since organizational behavior is built upon our personal values, it is of paramount importance to understand personalities of employees to make good use of organizational behavior.

One of the fundamental issues in the understanding of people's behavior is how we understand the person in an organizational setting. Jackson and Carter (2000) pointed out that in work organizations; we often take a limited view of

the person, focusing more on the degree of willingness to pursue organizational goals.

Work–related behavior of people in an organization stems from both environmental and individual factors. From the environmental approach, interpersonal, group, and societal influences and individual factors extend across cognitive abilities, acquired expertise, personality styles, motivation, and physical attributes.

A common aspect of personality is the manner in which we think of its effect on behavior. We tend to think of this in terms of a person with a particular set of traits.

1.7 Check Your Progress :

• **Choose the Correct Answer :**

1. Determinants of personality does not include the factor :
    (a) Environmental   (b) Hereditary
    (c) Cultural   (d) Hierarchy

2. Sigmund Freud propagated a _____ view of human personality
    (a) Psychodynamic   (b) Biodynamic
    (c) Physiodynamic   (d) None

3. Personality is a sum total of ways in which an individual
    (a) Coordinates and deals with others
    (b) Felicitates and facilitates others
    (c) Reacts and interacts with others
    (d) Mingles and gel with others

4. Traits are developed throughout a person's lifetime and cannot be easily changed
    (a) Partially True (b) False   (c) Partially false (d) True

5. Factors like motives, acquired interests, attitudes, character, intellectual capacities play a big role in the functioning of human behavior and the development of personality are :
    (a) Cultural factors   (b) Social factors
    (c) Psychological factors   (d) Hereditary

1.8 Let Us Sum Up :

There are no short cuts to Personality. You know Rome is not built in a day. Likewise personality cannot be achieved overnight. Can electricity be produced just by allowing water to flow from a height or producing steam. There are different stages. Water has to be stored and then it is made to flow under pressure through the turbines. A generator coupled to the turbine rotates as turbine rotates.

The generator produces electricity due to electromagnetic induction. The personality development is similar to it. It has to be acquired in stages. Action plan for the same has to be changed out. Be motivated. Be dynamic.

Don't have fear of failing or fear of rejection. Be able to use your talent. Be on improvement side. Evaluate your achievements now and then. Achieve your set goals. Have a plan to accomplish.

1.9 Answer Key : Check Your Progress :

1. (d)	2. (a)	3. (c)	4. (d)	5. (c)

1.10 Glossary :

1. Traits – an identifying characteristic, habit or trend.

2. Psychodynamics – the dynamic interplay between forces that govern human behavior.

3. Humanistic – of or pertaining to humanism.

4. Predisposition – the process of influencing.

5. Conscientiousness – carefulness, vigilance.

6. Cognitive – intellectual, mental function that deals with logic.

1.11 Assignment :

1. Write the meaning of the term Personality. Discuss the important characteristics of Personality.

2. What are the factors that affect the Personality ? Elaborate your answer.

3. What role does Personality plays in the Organizational Behavior ? Discuss.

1.12 Activity :

Elaborate on your vocabulary and provide examples to support your choice of adjectives. Prepare cards with a personality trait written on it like talkative, cheerful, arrogant, stubborn, immature, possessive etc. Ask your friends to pull a card of the adjectives, who ever pick up the respective card of the respective adjective; tell them, that this is their personality.

1.13 Case Study :

First impressions matter and when you visit a supermarket, that becomes more important. Brian Wangi was fascinated by seeing the shelves loaded with multiple products and especially with the packaging that was eye catching, it is then you get drawn towards the attractive product and may even think about trying the product. It is clear that, packaging encourages purchase. So if product packaging is important, then it is obvious that human presentability will equally be important. The way one talks, the way one behaves, counts upon in terms of our personality.

   a. What does Brian thinks in this context, in your view ?

   b. Is his comparison apt in the above case ?

1.14 Further Readings :

1. Personality Psychology–Domains of Knowledge about Human Nature (3rd Edition)

    Author : Randy J Larsen & David M Buss

    Published by : TATA McGraw Hill Education Private Limited.

2. Handbook of Personality Psychology (1st Edition)

    Author : Robert Hogan John Johnson Stephen Briggs

    Published by : Academic Press

Unit 02 — *PERSONALITY DEVELOPMENT*

2.0 Learning Objectives :

i.   The unit will enable the students to understand the concept and importance of Personality Development

ii.   It will help the students to develop their personalities with the suggested tips

iii.   It will make the students to understand the factors that are operational in determining the personality types and traits.

2.1 Introduction :

The chapter has introduced the concept of personality development in an elaborate manner. It has explained different types of personality and how important is the development of personality in the recent time. The chapter has suggested varied tips for improvisation of the personality. It has further recognized those factors that become operational in terms of determining the personality types and the traits of the personality.

2.2 Personality : Meaning :

Personality is the sum total of ways in which an individual reacts and interacts with others. Or Personality is generally defined as the deeply ingrained

and relatively enduring patterns of thought, feeling and behavior. In fact, when one refers to personality, it generally implies to all what is unique about an individual, the characteristics that makes one stand out in a crowd. Personalities is the sum total of individual's Psychological traits, characteristics, motives, habits, attitudes, beliefs and outlooks.

2.2.1 Personality development : Meaning

It is defined as a process of developing and enhancing one's personality. Personality development helps an individual to gain confidence and high self esteem. Personality development also is said to have a positive impact on one's communication skills and the way he sees the world'.

Personality is what makes a person a unique person, and it is recognizable soon after birth. A child's personality has several components : temperament, environment, and character. Temperament is the set of genetically determined traits that determine the child's approach to the world and how the child learns about the world. There are no genes that specify personality traits, but some genes do control the development of the nervous system, which in turn controls behavior.

A second component of personality comes from adaptive patterns related to a child's specific environment. Most psychologists agree that these two factors– temperament and environment–influence the development of a person's personality the most. Temperament, with its dependence on genetic factors, is sometimes referred to as "nature," while the environmental factors are called "nurture."

While there is still controversy as to which factor ranks higher in affecting personality development, all experts agree that high–quality parenting plays a critical role in the development of a child's personality. When parents understand how their child responds to certain situations, they can anticipate issues that might be problematic for their child. They can prepare the child for the situation or in some cases they may avoid a potentially difficult situation altogether. Parents who know how to adapt their parenting approach to the particular temperament of their child can best provide guidance and ensure the successful development of their child's personality.

Finally, the third component of personality is character–the set of emotional, cognitive, and behavioral patterns learned from experience that determines how a person thinks, feels, and behaves. A person's character continues to evolve throughout life, although much depends on inborn traits and early experiences. Character is also dependent on a person's moral development.

In 1956, psychiatrist Erik Erikson provided an insightful description as to how personality develops based on his extensive experience in psychotherapy with children and adolescents from low, upper, and middle–class backgrounds. According to Erikson, the socialization process of an individual consists of eight phases, each one accompanied by a "psychosocial crisis" that must be solved if the person is to manage the next and subsequent phases satisfactorily. The stages significantly influence personality development, with five of them occurring during infancy, childhood, and adolescence.

2.2.2 Importance of Personality Development :

Personality development helps you develop an impressive personality and makes you stand apart from the rest. Personality development also plays an essential role in improving one's communication skills. Individuals ought to master the art of expressing their thoughts and feelings in the most desired way.

Personality Development

Personality development grooms an individual and helps him/her make a mark of his/her own. Individuals need to have a style of their own for others to follow them. Do not blindly copy others. You need to set an example for people around. Personality development not only makes you look good and presentable but also helps you face the world with a smile.

Personality development goes a long way in reducing stress and conflicts. It encourages individuals to look at the brighter sides of life. Face even the worst situations with a smile. Trust me, flashing your trillion dollar smile will not only melt half of your problems but also evaporate your stress and worries. There is no point cribbing over minor issues and problems.

Personality development helps you develop a positive attitude in life. An individual with a negative attitude finds a problem in every situation. Rather than cribbing and criticizing people around, analyze the whole situation and try to find an appropriate solution for the same. Remember, if there is a problem, there has to be a solution as well. Never lose your cool. Otherwise it would make the situation worse.

It is essential for individuals to behave well with people around. Being polite with others will not only make you popular among other people but also earn you respect and pride. You can't demand respect by being rude with people around. Personality development plays an important role in developing not only your outer but also inner self. Human being is a social animal. One needs people around. An individual needs to have that magnetic power which attracts people towards him. You need to have that charisma of yours. Personality development helps you gain recognition and acceptance from the society as well as people around.

Personality development plays an essential role not only in an individual's professional but also personal lives. It makes an individual disciplined, punctual and an asset for his/her organization. An in–disciplined individual finds it difficult to survive in the long run. Personality development teaches you to respect not only your Boss and fellow workers but also family members, friends, neighbors, relatives and so on. Never make fun of anyone at the workplace. Avoid criticizing and making fun of your fellow workers.

One should never carry his/her attitude or personal grudges to work. Office is not a place where you can be rude to others just because you had a fight with your friend last night. Personality development sessions help you differentiate between your personal as well as professional life. It is really essential to keep a balance between both the lives to lead a peaceful and stress free life.

Personality development helps an individual to inculcate positive qualities like punctuality, flexible attitude, willingness to learn, friendly nature, eagerness to help others and so on. Never hesitate to share information with others. Always reach office on time. Some people have a tendency to work till late. Late sittings not only increase your stress levels but also spoil your personal life. Sitting till late at the office indicates that an individual is extremely poor in time management skills.

Personality development helps you develop an impressive personality and makes you stand apart from the rest. Personality development also plays an essential role in improving one's communication skills. Individuals ought to master the art of expressing their thoughts and feelings in the most desired way. Personality development makes you a confident individual who is appreciated and respected wherever he goes.

2.3 Ways to make your personality more vibrant :

We all possess certain personality traits that set us apart from the rest. A mix of good and bad, these traits define how we respond to situations and people. While the most common belief is that these traits remain fixed, studies show otherwise!

A research study by psychologists at the University of Illinois suggests that we can change our traits provided we want to change them.

We can become the best version of ourselves if we want to. So, if you are willing to become the most terrific version of you, here are some personality development tips to your aid :

2.3.1 Personality Development Tips :

1. **Know you are incomparable :** You bring your self–esteem down by comparing yourself with others. That shrivels your personality and does not let your strengths blossom. Know that you and the other person are unique and are just incomparable.

2. **Be kind to yourself :** We are taught to be kind to others. Yet, many of us fail to be kind to ourselves. Studies show that self–compassion brings positive traits like optimism, extroversion, wisdom, happiness, positivity and resilience. According to Emma Seppala, research psychologist at Stanford University, self–compassion involves three steps :

    •   Recognize that you deserve care and concern like anyone else and that is why you must be kind and understanding with oneself.

    •   Recognize that making mistakes and failing is part of life. So, do not be hard on yourself when you commit a mistake or fail and indulge in self–critical thoughts.

    •   Be aware of one's emotions and feelings.

    Contrary to popular belief, self–compassion does not mean letting yourself off the hook. Rather, it means taking corrective action, albeit without being too self–critical.

3. **Give space to imperfection :** People and situations always do not fit in your frame of perfection. Often, that makes one agitated and angry, eventually diminishing the strength of their personality. So, find your peace amidst the world's flaws even as you strive to make a change.

    "Acceptance of a little bit of imperfection on the periphery allows you to be more patient and calm. At least then, you can maintain your inner perfection." – Gurudev Sri Sri Ravi Shankar

4. **Be spontaneous :** Spontaneity makes one to be fun around. However, do not confuse being spontaneous with being impulsive. Gurudev Sri Sri Ravi Shankar says, that while the former is the key to success, the latter can causes disasters. So, how do you be truly spontaneous ? Answer is, by being cent percent aware in the present moment.

5. **Be light in mind and heart :** Don't over think and overanalyze. Neither let any negativity like shame, anger, jealousy or greed stay in your consciousness for too long. Instead, learn to take it easy; forgive easily and drop grudges against people as soon as they pop up. Being light in mind and heart makes you truly happy from within. And who does not like happy people ?

6.   **Stay enthusiastic :** Enthusiasm is infectious and appealing. That is why everyone loves kids. Gurudev Sri Sri Ravi Shankar says that despite adverse situations in life, one must never give up their enthusiasm. Here is Gurudev's secret of staying enthusiastic.

7.   **Be a better communicator :** A couplet in Kannada says that words can create laughter and can also create enmity. A skillful communicator can win over people and adverse situations. So, bring clarity in your communication. Learn how you can be an excellent communicator with these tips from Gurudev Sri Sri Ravi Shankar.

8.   **Be warm and approachable :** We all like people with whom we can easily mingle and talk to. No one likes a person who responds with a straight face. So, learn to be warm. Flash that smile more often. Be friendly and be ready to share and help.

9.   **Do things with style :** Doing things with style adds zing to your personality. The secret to doing things with style lies in working with passion and a relaxed mind. So, while you work at something, don't let anything distract you from putting all your energy into it. At the same time, stay relaxed.

10.   **Learn to let go :** After you're done with a task, let go of your attachment with the result. When you let go, you become free, calm and relaxed – attributes of a strong personality.

11.   **Be a lion in the face of danger :** Don't give into pressure and face every challenge confidently. Either you will overcome the adversity or learn something invaluable.

12.   **Stay calm with the power of breath :** Being calm strengthens one's personality. However, staying calm can be difficult when you have a terrible headache and have an urgent deadline to meet. In such situations, tap the power of breath. As soon as you become aware of it, your stress will diminish!

13.   **Remember you're a proton :** A proton can never lose its positivity. Nor can you! Stress may affect us on the outside. However, your inner core continues to radiate positivity like a proton. It stays unaffected, happy and peaceful. Tune into this part of yourself again and again with the help of meditation. The process energizes and brings out positive traits like enthusiasm.

2.4 Determinants of Personality :

Following are the factors which help in shaping one's personality :

1.   **Heredity :** Heredity refers to factors that are determined once an individual is born. An individual's physique, attractiveness, body type, complexion, body weight depend on his/her parents biological makeup.

2.   **Environment :** The environment to which an individual is subjected to during his/her growing years plays an important role in determining his/her personality. The varied cultures in which we are brought up and our family backgrounds have a crucial role in shaping our personalities.

3.   **Situation :** An individual's personality also changes with current circumstances and situations. An individual would behave in a different

way when he/she has enough savings with him/her and his/her behavior would automatically change when he/she is bankrupt.

An individual's appearance, character, intelligence, attractiveness, efficiency, style determine his/her personality.

2.4.1 Types of Personality :

1. **The Duty Fulfiller :** Such individuals take their roles and responsibilities seriously and perform whatever tasks are assigned to them. Duty fulfillers are serious individuals and believe in honesty and a peaceful living. They never do anything which is not good for themselves, their job, families or for the society. Such individuals are actually good and responsible citizens who abide by the legal system and can't even dream of breaking the law. People with such a personality type are extremely hard working and often find it difficult to say NO to others, eventually becoming overburdened at the end of the day. Such individuals adopt an organized approach towards work and are extremely loyal and faithful. They also show a strong inclination towards creativity and aesthetics.

2. **The Mechanic :** As the name suggests such individuals are inclined towards machinery like aeroplane, motorcycling, cars, races and so on. They are interested to know why and how certain things function. Theories do not interest them. You would not be able to convince them unless and until they see the practical application themselves. Such individuals are extremely adventurous and have a strong power of logical reasoning.

3. **The Nurturer :** Nurturers are individuals with a large heart. For them, the happiness of others is more important than their own interests. Such individuals actually live for others. They do not look at the darker sides of life and believe in extracting the best out of people around. They have a positive approach in life and want to believe only the best of people.

4. **The Artist :** Artists have an eye for natural beauty and creativity. Rather than worrying about future, they believe in living for the moment. Such individuals are extremely cool headed and do not get into unnecessary fights and troubles. They do not blindly copy others and aspire to create a style of their own.

5. **The Protector :** You would find such a personality type in very few people, making it a very rare personality type. Protectors are systematic individuals who want the best system to get things done. They often think irrationally. They are pessimists who find a problem in every situation. Such individuals do not trust others and only believe in themselves.

6. **The Idealist : Such people have strong set of values and ethics.** They find happiness in helping others. They consider themselves lucky if they get an opportunity to help others.

7. **The Scientist :** Such individuals believe in careful and strategic planning. They are good observers who believe in constantly gathering information and upgrade their existing knowledge. Scientists are extremely intelligent people who have a very sharp analytical mind.

8. **The Doer :** Individuals with such a personality type are the ones who believe in quick actions and immediate results. They enjoy taking risks in life and fulfill tasks assigned to them in the shortest span possible.

9.   **The Guardian :** Such individuals are perfectionists who ensure that everything everywhere is going on smoothly. They are mature individuals who have a clear set of standards.

10.   **The Performer :** Performers strive hard to grab attention of others and love being the centre of attention. They are fun loving individuals who enjoy fun and excitement in life.

11.   **The Inspirer :** Inspirers are talented individuals and often act as a role model for others. They have great people skills.

12.   **The Giver :** Individuals with "The Giver" personality type enjoy the company of others and do not prefer staying alone.

13.   **The Executive : Such individuals are born to lead and make very good leaders.** They love taking charge and are good decision makers.

2.5 Personality Traits :

Broadly there are five parameters which describe an individual's personality. These five dimensions are also called as "Big Five" Factors, and the model is referred to as Five Factor Model also abbreviated as FFM.

The Five Factor Model was initially proposed by Costa & McCrae in the year 1992 and often describes the relation between an individual's personality and various behaviors'.

Following are five personality traits of an individual :

1.   **Openness to experience :** Individuals with openness to experience are generally very active, have a tremendous inclination towards creativity and aesthetics and listen to their heart i.e. follow their inner feelings. Such individuals are generally open to new learning, skill sets and experiences. People who score high on openness are quite broadminded and modern in their outlook as compared to individuals who score low on the same parameter. Such individuals are conservative, reluctant to changes and have a traditional approach in life.

2.   **Conscientiousness :** As the name suggests, individuals with a Conscientiousness personality trait listen to their conscience and act accordingly. Such individuals are extremely cautious and self–disciplined. They never perform any task in haste but think twice before acting. People with this personality trait are generally methodical and tend to become perfectionists in the long run. People who score high on conscientiousness are proactive, goal oriented and self–disciplined. They strive hard to accomplish goals and objectives within the stipulated time frame. Individuals who scoreless are little laid back and are not much goal oriented.

3.   **Extraversion and Introversion :** Carl Jung popularized both the terms – "Extraversion" and "Introversion".

      a.   **Extraversion :** Extraversion refers to a state where individuals show more concern towards what is happening outside. Such individuals love interacting with people around and are generally talkative. They do not like spending time alone but love being the centre of attraction of parties and social gatherings. Such individuals love going out, partying, meeting people and often get bored when they are all by themselves. They admire the company of others and hate staying alone.

   b. **Introversion :** Introversion, on the other hand refers to a state when an individual is concerned only with his own life and nothing else. Such individuals do not bother about others and are seldom interested in what is happening around. They prefer staying back at home rather than going out and spending time with friends. Such individuals speak less and enjoy their own company. You would never find them in meetings, clubs, parties or social get–togethers. They generally do not have many friends and tend to rely on few trusted ones.

4. **Agreeableness :** Agreeableness is a personality trait which teaches individuals to be adjusting in almost all situations. Such individuals do not crib and face changes with a smile. They accommodate themselves to all situations and are friendly and kind hearted. People who score high on agreeableness are ready to help others and flash their trillion dollar smile whenever a problem arises. Individuals who score low on agreeableness on the other hand find difficulties in adjusting with others and are little unfriendly.

5. **Neuroticism :** Neuroticism is a trait where individuals are prone to negative thoughts such as anxiety, anger, envy, guilt and so on. Such individuals are often in a state of depression and do not know how to enjoy life. They always look at the negative sides of life and find extremely difficult to cope up with stress.

2.6 Check Your Progress :

• **Choose the Correct Answer :**

1. Extraversion refers to a state where individuals

   (a) show more concern towards what is happening outside

   (b) determine their own way of behavior

   (c) show their inner self

   (d) none of the above

2. The Nurturer, the Idealist, the Doer and the Mechanic are the

   (a) Traits of personality   (b) Types of personality

   (c) Factors of personality   (d) All of the above

3. Personality development plays an _____ role in improving one's communication skills.

   (a) Essential   (b) Negligible

   (c) Neutral   (d) None of the above

4. Temperament is the set of _____ determined traits that determine the child's approach to the world and how the child learns about the world.

   (a) Biologically   (b) Sociologically   (c) Genetically   (d) Hereditary

5. Which of the following may not be considered as the tip of Personality Development ?

   (a) Be kind   (b) Be spontaneous   (c) Be warm   (d) Be rude

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2.7 Let Us Sum Up :

   Personality development refers to enhancing an individual's personality for him to stand apart from the rest and make a mark of own. An individual with

a pleasing personality is respected and appreciated by all. Personality of an individual adds an edge over the others. An identity of an individual is from the total display of his/her act. Good personality is the summation of all the innate quality of an individual that makes him/her little different than the other. It leads an individual to successful life.

2.8 Answer Key : Check Your Progress :

1. (a) 2. (b) 3. (a) 4. (c) 5. (d)

2.9 Glossary :

1. Behavior – stereotyped motor response to an internal or external stimulus.

2. Character – individual's set of emotional, cognitive, and behavioral patterns learned and accumulated over time.

3. Cognition – act or process of knowing or perceiving.

4. Cognitive – ability (or lack of) to think, learn, and memorize.

5. Gene – building block of inheritance, which contains the instructions for the production of a particular protein, and is made up of a molecular sequence found on a section of DNA. Each gene is found on a precise location on a chromosome.

6. Identity – condition of being the same with, or possessing, a character that is well described, asserted, or defined.

7. Maturity – state of full development or completed growth.

8. Personality – organized pattern of behaviors and attitudes that makes a human being distinctive. Personality is formed by the ongoing interaction of temperament, character, and environment.

9. Socialization – process by which new members of a social group are integrated in the group.

10. Temperament – person's natural disposition or inborn combination of mental and emotional traits.

2.10 Assignment :

1. Define Personality development ? Discuss the tips to develop Personality.

2. What are the factors that help us to determine Personality ? Explain.

3. Elaborate your answer upon varied types of Personality.

2.11 Activity :

1. Through real–life anecdotes, state some of the bold actions taken by leaders who you admire the most. State the reason for your admiration and pen down the qualities of that leader, that you relate yourself with.

2. Analyze Your Strength and Weaknesses and once you have identified your weaknesses start working on improvisation of them with the help of the tips provided in the Unit.

2.12 Case Study :

Once a group of 50 people was attending a seminar.
Suddenly the speaker stopped and decided to do a group activity. He started giving each one a balloon. Each one was asked to write his/her name on it using a marker pen. Then all the balloons were collected and put in another room.

Now these delegates were let in that room and asked to find the balloon which had their name written, within 5 minutes. Everyone was frantically searching for their name, colliding with each other, pushing around others and there was utter chaos.

At the end of 5 minutes no one could find their own balloon.
Now each one was asked to randomly collect a balloon and give it to the person whose name was written on it.
Within minutes everyone had their own balloon.

The speaker begon – exactly this is happening in our lives. Everyone is frantically looking for happiness all around, not knowing where it is.

Our happiness lies in the happiness of other people. Give them their happiness; you will get your own happiness.
And this is the purpose of human life.

a.   What according to you does this case–let tells us when it says, 'that our happiness lies in happiness of other people' ?

b.   Do you agree that everyone is really looking for happiness all around without knowing about it ? Why ?

2.13 Further Readings :

1.   Handbook of Personality Psychology (1st Edition)

      Author : Robert Hogan John Johnson Stephen Briggs

      Published by : Academic Press

2.   Personality Psychology–Domains of Knowledge about Human Nature (3rd Edition)

      Author : Randy J Larsen & David M Buss

      Published by : TATA McGraw Hill Education Private Limited.

BODY LANGUAGE

UNIT STRUCTURE

3.0 Learning Objectives :

i.   The unit will make the students understand the concept of body language and more appropriately the positive body language.

ii. The content will enable the students to recognize the advantages associated with positive body language.

iii. It has explained the importance of the study of body language and to make it understand; varied examples have been quoted.

3.1 Introduction :

The content of the unit includes the evolution of the body language as a scientific field. It has included the aspect that body language is mainly non–verbal communication which consists of three main disciplines; *Kinescics*, *Proxemics* and *Haptics*. The chapter is the inclusion of the positive body language.Sending the Right Messages with Your Body Language is important hence it has explained thevarious examples to enable the students to take care of negative sign of body language. It has talked about the power of positive body language, its importance and advantages.

3.2 Body Language :

Body language is the unspoken element of communication that we use to reveal our true feelings and emotions. Our gestures, facial expressions and posture, for instance are the signs of body expression or revelation. When we are able to "read" these signs, we can use it to our advantage. For example, it can help us to understand the complete message of what someone is trying to say to us, and to enhance our awareness of people's reactions to what we say and do. We can also improve our own body language so that we appear more positive, engaging and approachable.

3.2.1 The Birth of Body Language as a Scientific Field :

Perhaps the greatest discovery is that all humans living today descend from a small group who lived about 50,000 years ago. This shows why we have so much similarity and why, in the context of body language, we can express ourselves similarly to one another from around the world depending on how we feel. This in turn means we now have developed a field called *body language* which allows us to decode non–verbal signals and cues that are communicated through gestures, posture, facial expression and eye movement. We can then interpret them in addition to what is said verbally. Remember, the field really exists only to allow us to read another person beyond what he/she actually says or to catch him/her out if he/she is lying. Just as the development of language was highly linked to the concept of trust and deception, so is the study of body language. It is ultimately about understanding others better especially when they are not readily verbalizing their emotions or thoughts. Equally, it is also about learning how to hide your own emotions and attitudes or fake them to reach a particular objective when interacting with other people.

The field of body language, or more accurately non–verbal communication, consists of three main disciplines; *Kinescics*, *Proxemics* and *Haptics*.

❖ **Kinescics :**

This is the scientific field for interpretation of body language and facial expressions or in general any non–verbal behavior shown by parts of the body or the whole body. The term was coined by Ray Birdwhistell in 1952, an anthropologist studying how people communicated with each other using non–verbal signals. He made films of people and analyzed them to spot patterns of behavior in various social situations. He believed that all body movements had a meaning and that they could be interpreted much like a language. He even called a basic group of movements as "kineme" much like phoneme in language which represents the smallest abstract speech sound used to construct words. He also asserted that kinemes should always be analyzed as clusters to make valid and meaningful conclusions.

❖ **Proxemics :**

This is the scientific field that investigates personal space. The term was coined by Edward T. Hall in 1963 who was a cultural anthropologist. Hall separated his theory to two main categories : *personal space* and *territory*. Personal space is about how a person feels and treats the immediate space around him/her and territory is about how a person claims a particular piece of space and aims to defend it against others. The field is not limited to humans and studies have also been carried out on animals and their attitude towards space and territory.

❖ **Haptics :**

This is the study of how humans or animals communicate with each other using touch. For people, communication via touch includes handshakes, hugging, kissing, and holding hands, patting on the shoulder and even high–fiving.

Touching is one of the fundamental non–verbal communication mediums. Touch is the earliest sense developed in the foetus. Touch is critical for obtaining information about an environment through sensing surfaces but also is vital for physical intimacy.

Interpretation of touch gestures highly depends on social context, cultural background, the relationship between the people engaged and also the way it takes place. Touching is treated differently by different cultures and even the levels of touching vary. Certain signals such as high–five may only be recognized or practiced in certain cultures, people from other cultures may not know how to engage in it or interpret it.

3.2.2 Projecting Positive Body Language :

When you use positive body language, it can add strength to the verbal messages or ideas that you want to convey, and help you to avoid sending mixed or confusing signals.

1. **Making a Confident First Impression :** These tips can help you to adjust your body language so that you make a great first impression :

   • Have an open posture. Be relaxed, but don't slouch! Sit or stand upright and place your hands by your sides. Avoid standing with your hands on your hips, as this will make you appear larger, which can communicate aggression or a desire to dominate.

   • Use a firm handshake. But don't get carried away! You don't want it to become awkward or, worse, painful for the other person. If it does, you'll likely come across as rude or aggressive.

   • Maintain good eye contact. Try to hold the other person's gaze for a few seconds at a time. This will show her that you're sincere and engaged. But, avoid turning it into a staring match.

   • Avoid touching your face. There's a common perception that people who touch their faces while answering questions are being dishonest. While this isn't always true, it's best to avoid fiddling with your hair or touching your mouth or nose, particularly if your aim is to come across as trustworthy.

2. **Public Speaking :** Positive body language can also help you to engage people, to mask presentation nerves , and to project confidence when you speak in public. Here are a few tips that can help you to do this :

- Have a positive posture. Sit or stand upright, with your shoulders back and your arms unfolded and at your sides or in front of you. Don't be tempted to put your hands in your pockets, or to slouch, as this will make you look disinterested

- Keep your head up. Your head should be upright and level. Leaning too far forward or backward can make you look aggressive or arrogant.

- Practice and perfect your posture. You'd practice your presentation beforehand, so why not practice your body language, too ? Stand in a relaxed manner, with your weight evenly distributed. Keep one foot slightly in front of the other – this will help you to maintain your posture.

- Use open hand gestures. Spread your hands apart, in front of you, with your palms facing slightly toward your audience. This indicates a willingness to communicate and to share ideas. Keep your upper arms close to your body. Take care to avoid over expression, or people may pay more attention to your hands than to what you're saying.

- If you notice that your audience's concentration is starting to slip, try to lean slightly forward while you speak. This suggests that you are taking them into your confidence and it will help you to regain their attention.

3. **Interviews, Negotiations and Reflection :** Body language can also help you to stay calm in situations where emotions have the potential to run high – a negotiation , for example, or a performance review. Use the following tips to defuse tension and demonstrate openness :

- Use mirroring. If you can, subtly mirror the body language of the person you're talking to. This will make him feel more at ease, and can build rapport. But don't copy every gesture that he/she makes, as this will likely make him/her feel uncomfortable, or that you're not taking him/her seriously.

- Relax your body. It can be difficult to keep emotions at bay, particularly in nerve–wracking situations such as an interview or appraisal. But you can maintain the appearance of calm by keeping your hands still, and by avoiding fidgeting with your hair or touching your face.

- Look interested. As we suggested above, touching your face or mouth can signal dishonesty. But, it can also demonstrate that you're thinking. So, if you are asked a complex question, it's OK to briefly touch your cheek or stroke your chin. This will show the other person that you're reflecting on your answer before you respond.

4. **Avoiding Unengaged Audience :** When you need to deliver a presentation, or to collaborate in a group, you want the people around you to be 100 percent engaged. Here are some "telltale" signs that people may be bored or disinterested in what you're saying Sitting slumped, with heads downcast.

- Gazing at something else, or into space.

- Fidgeting, picking at clothes, or fiddling with pens and phone.

5. **Difficult Conversations and Defensiveness :** Difficult or tense conversations are an uncomfortable fact of life at work. Perhaps you've had to deal with a difficult customer, or needed to talk to someone about his or her poor performance. Or maybe you've negotiated a major contract. Ideally, these situations would be resolved calmly. But, often they are complicated by feelings of nervousness, stress, defensiveness, or even anger. And, even though, we may try to hide these emotions. It often is shown in our body language. For example, if someone is exhibiting one or more of the following behaviors, he will likely be disengaged, disinterested or unhappy. Ideally, these situations would be resolved calmly. But, often they are complicated by feelings of nervousness, stress, defensiveness, or even anger. And, even though, we may try to hide these emotions. It often is shown in our body language.

- Arms folded in front of the body.
- Minimal or tense facial expression.
- Body turned away from you.
- Eyes downcast, maintaining little contact.
- Writing or doodling.

3.3 Advantages of Knowing Body Language :

Non–verbal communication matters strongly in business, corporate management and in personal life. It provides the following benefits :

- Allows people to develop a deeper understanding of others which in turn allows them to strengthen their relationships.

- Allows managers to better understand their staff and their needs even if employees are reluctant in sharing their views verbally either because they are apprehensive about sharing what they think or because they don't think it is appropriate.

- Team members can read one another's body language to understand what everyone is going through, who is under pressure and who needs support.

- It can significantly help in negotiations as you can understand the other party's thoughts on your position without relying only on what they say.

- Allows you to avoid being deceived by experienced salespeople who want to manipulate you into buying their products.

- Knowledge of body language can help you to persuade others better. Through their gestures and non–verbal signals you can better understand what they like or dislike. This would allow you to customize your ideas or offer something to match their needs.

- It increases your confidence and self–esteem as you become more aware of how others feel, how you are seen by them and how to control your interpersonal communication more effectively

- It can improve your presentation skills and public speaking as you understand the power of non–verbal signals and appear confident, convincing and entertaining.

- By showing a different signal than the one you should be showing based on your current feelings, you could hide your emotions. This can be beneficial to you in negotiations or when persuading others, but it is also

helpful in building relationships. For example, it allows you to hide signals that you would be showing as a result of culture shock. In time, when you get used to a new culture you can relax and learn to accept it.

- Knowing how to deceive helps you to know when you have been deceived by others. As there are many people who eagerly want to deceive us, learning about deceptive body language tactics becomes critical. Whether we want to use this skill on others is a personal and moral matter, highly depending on circumstances.

- It increases your self–awareness which can ultimately help you improve your emotional intelligence.

- It helps you to empathize with others. Empathy is about understanding how others feel. The ability to show empathy helps in establishing rapport and is a significant factor in building and maintaining strong relationships. People would not hang around for long if they think you don't care about them.

3.4 Importance of Body Language in General :

1. **Facial Expressions – Eyes :** Having a good eye contact can be positive showing interest, affection or attraction for the other person. It is also necessary for maintaining the flow in the conversation. If eye contact is not maintained properly it can mean the opposite. If you look into the eyes for a long time it can make people feel uncomfortable or even convey that you are lying.

2. **Facial Expressions – Eyebrows :** Raising eyebrows means the person is astonished. It can also sometimes mean disapproval. It depends on the situation. If someone has raised their eyebrows can also mean the person is expecting an answer.

3. **Vocal :** Tone, volume and pace of speech also can be a great indication. The emphasis on the words can change the message conveyed. Many times the same sentence can convey different meanings in spite of having the same words.

4. **Mirroring :** If someone mirrors your body language it means the other person is convinced by what you are telling. The neurons cause mirroring. If someone smiles, you eventually smile back saying you feel the same. This mirroring can also be with gestures, tone of voice and even body angles. It's a subconscious response by a person.

5. **Body Posture :** The seating position also says a lot about your personality type. You are sitting erect (showing self–confidence), crossing your legs (insecure), crossing ankles (secure), sitting in the centre of the couch (confident), crossing arms (angry), sitting cross–legged (comfortable), keeping hands on your lap (closed–minded), kneel (aggressive), crossing wrist (insecure), leaning back on your palm (judgment).

6. **Gestures : (Posture, position and movement) :** Communication starts way before you utter the first word. The first thing that one can notice is the posture. Always stand facing the other person. Showing your back shows disrespect. The position of where you are standing in a room also depicts a lot. If you are beside the window or at the corners rather than the centre of the room shows you are not interested in the other person.

Some bad positions are Hands in pockets, Hands on your hips (shows being over powerful).

3.5 Body Language Examples and What They Show :

We use body language whenever we communicate face to face. It's nonverbal language that emphasizes or alters the meaning of the direct language we use. We speak to others through our body movements, posture, eye contact, hand gestures, tone and volume of voice, facial expressions, and micro expressions that hold meaning for us as well as for our audience.

Nonverbal communication is a two–way street. When you feel comfortable communicating with your own body, it's possible to become skilled with the nonverbal signals that you're sending to others. In fact, communicating through body language and other nonverbal signals might even be quite fun. As you work on your skills for communicating with nonverbal signals, you'll naturally get gain better skills on how to interpret body language that others portray and that has its benefits as well.

3.5.1 The Power of Body Language :

Using positive body language can help you get what you want if you know how to use it. It can land you a job, help you sell your house, win an argument, or start a relationship.

Negative body language, on the other hand, can keep you from getting the things you want. What's more, it can cause you to lose friends, miss out on opportunities at work, or offend people you want to impress.

3.5.2 How Reliable Is Body Language ?

Body language is not only powerful; it's usually reliable for revealing your true feelings, too. Body language isn't completely reliable if the person expressing it knows how to manipulate it well. Consider the poker player who has perfected their body language to the point that the other players don't see their "tells."

Body language comes through most of the time whether you intend to reveal it or not. However, you need to be careful when assessing someone else's body language. What means one thing to one person might mean something entirely different to someone else. This is particularly important to know when there are cultural differences between people.

3.5.3 Body Language (few examples) :

The following body language examples are common. It's usually easy to discern their meaning once you've learned them.

1.   **Arms Crossed Across The Chest :** Your arms and legs are perhaps one of the first types of nonverbal communication that people notice when they see you.

     Sitting or standing with your arms crossed across your chest is nearly always seen as defensive body language. Universally, people view a person that has crossed arms as insecure, annoyed, or closed off. When you do it, you're closed off and disengaged. You may appear angry or stubborn.

     If you see someone with their arms and legs crossed for a long period of time, remember that it could indicate that the temperature where you are is too cold. It could also mean they're tired or simply supporting their shoulders in an armless chair.

2. **Smile :** Smiles can mean different things, depending on the exact facial expression. There are happy smiles, shy smiles, warm smiles, and ironic smiles. The Duchenne smile consists of pulling up the corners of your mouth while squeezing your eyes to make crow's feet. It's considered a genuine smile, as opposed to a fake smile where you just expose your teeth. Have you ever heard of the term, "smiling eyes ?" Some people are really good at sending a smile through direct eye contact. When you display an authentic Duchenne smile, you let people know you're approachable and friendly.

3. **Tapping Your Fingers :** When you tap your fingers, you appear impatient and possibly nervous about waiting. If you're a finger tapper, be aware that it's one of those nonverbal signals that can grate on others' nerves.

4. **Tilting Your Head to One Side :** When you tilt your head to the side, it usually means you're listening intently and deeply interested in finding out the information you're being told. It can also mean you're concentrating very hard.

5. **Steeple Your Fingers :** Holding your fingertips together and your palms apart let people know you have authority and control. Bosses and politicians use this gesture often to show they're in charge.

6. **Crossing Your Legs :** The way you cross your legs can tell others a lot about you and how you're feeling at any given moment. If you cross them at the ankle, it may show that you're trying to hide something. If you cross them at the knee but point your knees away from the other person, you show you're uncomfortable with them. In most cases, the best option is to plant your feet firmly on the floor.

   A common term related to body language is the "figure four" position. To sit this way, stretch your arms and legs forward and then cross one ankle up over your knee, with your legs crossed high and your pelvic region open. With crossed legs in this position, your body makes the shape of the number four. The nonverbal communication message that the "figure four" pose represents is that you're powerful and domineering. When your arms and legs are open and relaxed, you send a nonverbal communication that you're confident and approachable.

7. **Pulling Your Ear :** When you tug on your ear, it shows that you're trying to make a decision but just hasn't gotten there yet. You tend to look indecisive or noncommittal.

8. **Putting Your Head In Your Hands :** When you put your head in your hands, it might mean that you're bored, as if you're so weary of life that you just can't hold your head up anymore. Or, it can mean that you're upset or so ashamed you don't want to show your face.

9. **Standing Up Straight :** Standing erect with good posture shows you feel confident.

10. **Gesturing with Your Hands Open and Palms Up :** What you do with your hands makes a big difference in whether people trust you or not. Hold your hands open and gesture with your palms up to show that, no, you don't have anything hidden from them.

11. **Eye Contact :** You need to make eye contact with the person you're talking to if you want them to feel comfortable with the conversation and accept

what you have to say. Scientists suggest that most people are comfortable with eye contact of about 3.2 seconds at a time if you're a stranger. When you become a friend, they usually don't mind having eye contact with you for longer at a time.

12. **Looking Down :** Looking at the floor or ground makes you appear weak and unconfident. Unless there's something you need to discuss down there, you need to keep your eyes on the level of the other person's face. When you break eye contact, as you should every few seconds, try looking to the side.

13. **Rubbing Your Hands Together :** Want to show how excited you are about a new project ? Just rub your hands together vigorously.

14. **Twisting Your Hair :** Often, movies and TV shows use the gesture of twisting the hair to show flirting. That may be the meaning you get when someone twists their hair, especially if they look up at you through their lashes while they do it.

   However, if you're in a job interview, you'll only look like your nervous and uncomfortable as you idly twist your hair.

15. **Micro–expressions :** Micro–expressions are extremely brief facial expressions that happen in about 1/25th of a second. They happen when you're trying to hold back your emotions. When you see someone showing a micro–expression, it usually means that they're trying to conceal something from you. However, if you learn to spot them, you can gain the advantage in any type of interaction.

16. **Walking Briskly :** When you want to show your self–confidence, walk briskly and with purpose. Whether you're going somewhere specific or not, walk as if you're striding confidently toward an important destination.

17. **Placing Your Hand On Your Cheek :** When you touch your cheek with your hand, you show that you're thinking and carefully evaluating the information you're receiving. When you see someone do this while you're talking to them, you can usually assume that they're taking you seriously enough to consider what you're saying.

18. **Rubbing Your Eye :** When you rub your eye, it usually means you doubt or disbelieve what you're hearing. If you someone is rubbing their eye as you speak, you might benefit from stopping and asking for their feedback so that you can address their doubts.

19. **Rubbing Or Touching Your Nose :** When you rub or touch your nose with your index finger, you appear dishonest. If you do it in a conversation that requires openness and honesty, you'll have trouble accomplishing your goals. And, if you see someone else rubbing their nose, it's a good indication that you need to be careful not to believe everything they tell you automatically.

20. **Standing With Your Hands Clasped Behind Your Back :** Take a position with your hands clasped behind your back, and others may read this as anger, apprehension, or frustration. It may feel like a nice, casual pose, but in reality, it can make others uncomfortable and wary of you.

21. **Pinching The Bridge of Your Nose :** When you close your eyes and pinch the bridge of your nose, you seem to be making a negative evaluation of what's happening in the conversation. If someone takes this pose with you,

you may need to take a different approach in enlisting their support for your goal.

22. **Standing With Your Hands on Your Hips :** This pose is tricky. In some cases, it can mean that you're feeling angry and may behave aggressively. In others, it may simply mean that you're enthusiastic and ready to get something done. How someone may interpret your meaning of this stance may have to do with your use of personal space. For most casual acquaintances, a good distance for personal space is about three feet or about an arm's length distance between you if you're standing shoulder to shoulder. You can stand a bit closer than that with good friends and family members and everyone should still be comfortable.

3.6 Sending the Right Messages with Your Body Language :

Learning body language examples is a great first step to sending the right body language messages. It also helps you read the unspoken messages and nonverbal signals that others are sending to you.

However, knowing the right movements, gestures, and facial expressions can only take you so far. If you want to have healthy, productive interactions with others, you may need to work toward a better understanding of yourself and the people in your life.

Couples, who misread each other's body language can quickly become angry at, disappointed in, or out of touch with each other. If you need help learning to communicate with your significant other or anyone else, it may benefit you to talk to a therapist.

You can become fluent in body language. Even better, you can develop your qualities so that your body language naturally shows others the wonderful person you really are!

3.6.1 What is meant by body language ?

Body language and non–verbal communication involves the gestures we use to communicate with others without using words. There are different forms of body language communication that help interpret body language the same way as vocal communication.

3.6.2 What is body language communication ?

Body language communication is part of body language. Body language and non–verbal communication give others cues to how we're feeling on the inside when we're not talking. For someone who understands how to interpret what they are seeing, body language and facial expressions can provide a peek into a person's inner thoughts.

3.6.3 What is defensive body language ?

According to the Book of Body Language, defensive body language and facial expressions reveal signs of discomfort and displeasure. Defensive body language and facial expressions include folding the arms in front of the body in a defensive stance. These types of defensive body language and facial expressions often provoke discomfort and anger in others. Defensive body language is a negative body language indicator.

3.6.4 What is the positive body language ?

When it comes to understanding body language it's important to note that positive body language promotes feelings of trust and comfort in others. Things like making eye–contact while speaking to someone and giving a genuine smile often invoke a similar positive reaction in others.

3.6.5 How do you read a person's body language ?

Understanding body language is a skill that can be learned. There are self–help resources available online that can help you understand the meaning behind body language. You can also talk to a counselor or therapist to gain more insight on how to read body language. It may surprise you to learn how others perceive you by the body language cues you're sending out.

3.6.6 What does mimicking body language mean ?

When you hear someone say they are "Mimicking body language" this means that one person is copying the body language of another. People who mimic others body language can invoke either a positive or negative response depending on the tone of the situation.

3.6.7 What is positive body language in the workplace ?

Positive body language in the workplace communicates openness, team spirit, and a commitment to getting the job done. Examples of positive body language gestures at work are warm smiles and greetings, respectful eye contact, and avoidance of negative body language behaviors at work.

3.6.8 How can I change my body language and attitude ?

The first steps to changing your own body language and attitude, are to understand the signals you're putting out with your movements and gestures.

Talking to a licensed mental health professional like a therapist can help you learn how others perceive you. You can also gain insight into what's driving your body language communication and how to communicate positive body language messages more effectively. It is the role of Positivity in every walk of life to improvise and the keenness to learn new things and simultaneously absorb them altogether helps to change attitude as well as body language.

3.7 Check Your Progress :

• **Choose the Correct Answer :**

1. Non verbal communication consists of 3 main disciplines. Which one is odd one out ?

   (a) Kinesics (b) Haptics (c) Proxemics (d) Hypothesis

2. _____ is the positive non– verbal signal.

   (a) Touching face (b) Slouching

   (c) Firm hand shake (d) Avoiding eye contact

3. Body language matters strongly in Business, _____ management and in personal Life.

   (a) Corporate (b) Personal

   (c) Religious (d) None of the above

4. Arms crossed across the chest is not the sign of

    (a) Positive body language   (b) Negative body language

    (c) Confused body language   (d) Confident body language

5. Mimicking body language means

    (a) Copying oneself

    (b) Copying body language of another person

    (c) Doing role play

    (d) All of the above

3.8 Let Us Sum Up :

A good general guide for interpreting body language does not mean that it becomes applicable to everyone. This is particularly the case if someone has a different cultural background from you, for instance. Body language refers to the nonverbal signals that you use to communicate your feelings and intentions. It includes your posture, your facial expressions, and your hand gesture

Avoid making generalized assumptions. If you're getting mixed signals, check that your interpretation of the person's body language is correct by asking him/her questions and getting to know him/her better. After all, the ability to interpret body language is a complementary skill, not a substitute for listening to and understanding people. The ability to understand and to interpret body language can help you to pick up on unspoken issues, problems or negative feelings that other people might have. You can also use it in a positive way to add strength to your verbal messages.

3.9 Answer Key : Check Your Progress :

     1. (d)   2. (c)   3. (a)   4. (a)   5. (b)

3.10 Glossary :

1. Kinesics – Non–verbal behavior related to the movement of body

2. Haptics – the study of sense of touch

3. Proxemics – the study of the effects of Physical distance between people in different Cultures and Societies.

4. Doodling – A small mindless Sketching

5. Vocal – Utter, loud, audible

6. Steeple – A tall tower, a spire, top or uppermost point

7. Brisk – quick, lively and spirited

8. Clasped – A grasp, embrace or fastening

3.11 Assignment :

1. How to project Positive Body Language ? Discuss at length.

2. What are the benefits of knowing Body Language in Business, Corporate Management as well as in Personal Life ?

3. How to Send the Right Messages with Your Body Language ? Explain

3.12 Activity :

One person volunteers to be the guesser. He/she leaves the room. The rest of the class/group chooses a leader. The Guesser is called back and your group acts out a professional scene without naming the leader. The Guesser has to identify the leader based on body language. If the guess is right then the guesser wins. This activity is all about the body language guess.

3.13 Case Study :

Once it so happened that there was a group of male students travelling for study purpose to mountains in the northern India. After the days long trailing they were relaxing in the lounge of the rest house. There came a group of Female students at the same time. All of the male students became aware of the presence of the female's entry and all of them immediately sat properly and appropriated their respective behavior. One male student was still lying lousy with no change in his behavior. The supervisor of the group asked him to sit in an appropriate manner. He said that he is least concerned about their presence as he does not know any of them personally. So it is absolutely fine, if he is still in relaxed position in their presence. But all other students did not find his argument right.

a.   Do you think that in presence of opposite gender one should behave in a mannered way ? Why ?

b.   Was the argument of one male student right that if he doesn't know anyone then it is fine to be lousy ? Should one behave with appropriate manner in every ones' presence ?

3.14 Further Readings :

1.   Personality Development and Soft Skills

   Author : Barun K Mitra

   Publication : Oxford University Press

2.   Personality Psychology–Domains of Knowledge about Human Nature (3rd Edition)

   Author : Randy J Larsen & David M Buss

   Published by : TATA McGraw Hill Education Private Limited.

Unit
04 *PLEASING PERSONALITY*

UNIT STRUCTURE

4.0 Learning Objectives :

i.   The unit will enable the students to understand the concept and importance of Pleasing Personality.

ii.   It will help the students to understand the elements of Pleasing Personality.

iii.   It will facilitate the students to develop their personalities to make it Pleasing with the help of suggested tips.

4.1 Introduction :

The chapter is the inclusion of the meaning of Pleasing personality. It has explained the importance of pleasing personality in the social as well as more importantly in the formal or professional world. There are different elements of Pleasing personality, all of them are tried to be explained here in this course content. It has included the suggestive tips so as to develop the personalities as more pleasant.

4.2 Pleasing Personality : The Concept :

A pleasing personality is the aggregate of all the agreeable, gratifying and likable qualities of an individual. It means those who come in contact with you, are really pleased to meet you and would like to remain in your company. An employee with pleasing personality is someone who dresses properly, with teeth

brushed, clothes ironed, and body odor eradicated. What does being well–groomed have to do with having a pleasing personality ? This is because it reflects how responsible and clean the person is. A pleasing personality basically includes being respectful, courteous, understanding, and being sensitive to others' opinions and beliefs. A person with a great personality is interested in many diverse subjects. They also have the ability to talk about them. And if you combine that with a genuine interest in other people and a happy, energetic and carefree demeanor, well that makes for a great personality. A pleasing personality is the aggregate of all the agreeable, gratifying and likable qualities of an individual. It means those who come in contact with you, are really pleased to meet you and would like to remain in your company.

4.2.1 Meaning of Pleasing Personality :

Most people connect the meaning or the definition of pleasing personality with a handsome man and a beautiful woman. But the fact is, it is not just about your physical appearance but mostly on your qualitative aspect inside you. This includes the feeling of other people when they are around you, treating people with respect and so much more. This includes oneself willing and efforts to go through self–improvement voluntarily.

4.2.2 Elements of Pleasing Personality :

Below are some lists of most common elements (definition and traits) that can define the true meaning of pleasing personality.

1. **Sincere :** This means that you are honest and truthful to whatever you're going to say and do. Not being a hypocrite and you must be real. For examples : Husband and wife relationship, employer–employee relationship.

   Being sincere is the number one aspect that has an impact on your personality because this will define you as well.

2. **Flexible :** You are being capable of changing or adjusting to meet a particular need from a job or a person. These also refer literally to being able to withstand stress without easily breaking. Another term is to be adaptable or susceptible of modification or modernization to a particular situation that may arise.

3. **Courtesy :** It is a habit of respecting other people's feelings under all circumstances. Not being selfish can be listed in here.

4. **Smile always :** When we say smile always, it doesn't mean that you have to smile all the time even if no one sees you or around you, talking to because they would think that you are crazy. It means that smiling can be one of the most effective traits of pleasing personality. It will also make you appealing to others. You don't know if someone would be pleased seeing you smiling while greeting or maybe you can complete someone's day without knowing so don't ever underestimate the importance of sincere smiling.

5. **Tolerance :** You have the ability or willingness to tolerate something, in particular, opinions, behavior of other people. You are able to endure hardship or pain, most especially when it comes to working. It can be added here that; Tolerance is, the willingness to accept someone's belief that are very different from your own belief though you might not agree with him/her.

6. **Have a keen sense of Humour :** This means that you have the ability to make a person happy by way of thinking, talking, or saying any funny things but not the literal meaning. Having a good sense of humor is being able to laugh even with a life's absurdities. For example : suppose you have a bad day, now that the day is over and you're trying to tell your worries to your buddies or colleagues but they doesn't even care to listen to your whining, then find something funny in your situation. (Most people would say interesting and also likable if you do this.)

7. **Appropriate use of words :** Most people who are successful achieved it by careful and attentive effort. Use your language effectively and efficiently as these traits sometimes define who you are most especially when we are talking about first meeting. Do not use it with obscenities (meaning character or quality of decency). Always be decent dealing with people at all times and don't use harsh words. This trait may sometimes hard to do but with constant doing will make it your positive trait.

4.3 Important Traits of a Pleasing Personality :

1. **A great attitude :** A cheerful, friendly attitude is your greatest tool in developing relationships. Most people operate out of a place of fear and uncertainty when it comes to dealing with people they don't know. It is up to you to create a place of safety for people to come; having a great attitude is where it all starts in building healthy relationships.

2. **Considerate of others :** This is a factor that is critical to success, but most people don't even think about being considerate to others unless they see an immediate benefit for themselves. Since we are so very selfish and always looking out for, we often overlook the very people we should be most considerate of.

3. **The entire human race :** We must consider how our actions affect other people. Most people are so inconsiderate that a simple lane change on the freeway is too much of an imposition. Only those that are considerate and kind to others will have healthy relationships and unlimited opportunities in their future.

4. **Being genuinely interested in other people :** Again, most people are so self–absorbed and disconnected they are only interested in their own lives, problems, and situations. But a real self–interest benefit in being genuinely interested in other people; especially in their problems! When you listen to other people's problems and try to solve them, because the problem was not your own, you were able to focus, identify, and present solutions to the problem without being "choked up" with negative emotions. The more you listen to other people's problems (mostly relationship issues – marriage, controlling parents etc.) the better you become at solving your own problems! Being genuinely interested in other people can be very beneficial in more ways than one.

5. **Tolerance for those who are different from you :** Let's face it; we live in a world made up of many different types of people. In order to have successful relationships you must learn how to get along with all types of people. This is where tolerance comes into play. Not talking about the politically correct tolerance of the 21st century (you must learn to get along with those that hate you). Talking about being tolerant of those that don't

look like you, talk like you, and act like you. For example : You don't like the use of profanity in conversation; it's a real turnoff. There is a particular guy at the gym where you workout who always uses profanity when you talk to him. You don't stop him in the middle of a conversation to tell him that you don't like the use of profanity. Instead, simply lead by example. One day he mentions that he had noticed that you don't use profanity in your conversations and that it is a great quality. Since then, you start noticing his swearing has decreased when we talk. You see, not everyone is like you – not everyone has the same value system. You must learn to tolerate individuals that embrace a different set of values than yours.

6. **Practice having a clean mouth :** Removing the use of profanity when you talk to people will make a huge difference in the success of your relationships. A person with a "filthy mouth" shows they don't have much respect for the person to whom they are talking. Also, it proves the person does not have a great command of the English language. A clean mouth is usually an intelligent mouth that does not spew out hatred, backbiting, or strife in conversation. A clean mouth is welcomed in groups and circles of individuals who think on a higher level of consciousness. So, start today! Remove all profanity from your mouth. It can be very offensive and simply not necessary.

7. **Humility :** Lack of humility is a common problem among individuals who are "very successful." Most people who have "made it to the mountain top" have a tendency to look down on others and exude a lack of humility. The bottom line is that no matter how intelligent, wealthy, educated, smart, physically gifted, you think you are, it won't make a difference in your life if you turn people off with your arrogant attitude. You see, people don't care how much you know, until they know how much you care (about them). Without a sense of humility, your opportunities will be limited. Instead of meeting people and it being a pleasure to meet you, it will be a pressure to meet you. Opportunity will see you coming and run the other way. There's a very effective truth that you can apply to your life that will help you in developing a sense of humility. Accept the fact that God has given you all you have (including your brain). If it weren't God's blessings in your life, you would have been nothing. Remember that sometimes we do grapple with humility.

8. **A sense of humor :** For the most part, a great sense of humor says that "all is well at home" in an individual. A great sense of humor is a must if you want to develop long lasting relationships and increase your opportunities. A person who is uptight and rigid is not a person most people will gravitate towards, let alone develop any type of meaningful relationship with. A sense of humor see's the light side of a dark situation. A sense of humor tends to make people relax, smile, and "let down their guard."

4.4 The Importance of Pleasing Personality at Work :

"Must have a pleasing personality" has been a timeless butt of jokes when it comes to job application requirements.

We always see this in want ads, after all the technical requirements are mentioned, or alone by itself written on a paper posted in front of dubious establishments in streets flooded with blinking lights. In the latter case, the meaning is radically different from the requirements of most businesses.

But in all seriousness, personality is one of the biggest factors taken into consideration by human resource managers, not only in hiring applicants, but also in making decisions involving employees. An employee with excellent communication skills might be assigned with field works that involve transacting with other companies and clients. A meticulous employee might be promoted as a supervisor. But a quiet and blank employee might be stuck in the same job for how many years without the chance of seeing any light in a higher position. Beyond skills, they assign people who have the right personality for the right job because they understand that it will create a well–performing team.

Let us discuss a few points on how the term "pleasing personality" is usually defined by the management of reputable companies :

Good business etiquette : Having good business etiquette means knowing and practicing the right manners at the right time and occasion. Take note this is in the professional context. What is proper in informal settings may be offensive in a business gathering. A person with good business etiquette gives a very fine impression.

Communicates properly : An employee with pleasing personality; is one who can deliver his/her thoughts clearly while observing respect and boundaries. Most of the managers I have met told me that they want their relationship with their employees on a level that lets them talk with each other about a few personal matters, how they feel about the project, and other matters, but still not reaching that too personal level. An employee with pleasing personality has the courage to speak comfortably with the boss, but also observes limits.

Contributes solutions : An employee with a pleasing personality is the one who contributes solutions for the company. Rather than complaining about what is unfair, he or she tries to understand first the reason behind the decision, and looks for a way to mediate both sides of the company. He/she is also someone who knows how to choose the appropriate time before talking with the bosses about their problems.

Well–groomed : Personality is not just about what you do, it's also how you look like. An employee with pleasing personality is someone who dresses properly, with teeth brushed, clothes ironed, and body odor eradicated. What does being well–groomed have to do with having a pleasing personality ? This is because it reflects how responsible and clean the person is. Being well–groomed means, that the person always wants to be presentable when around anyone he/she meets. Aside from being bathed every day, he/she knows the proper attire to complement his/her body type and color. Here's a quick tip : horizontal stripes to make you wider, vertical to make you thinner. Light and vibrant make you look cheerful and dark colors make you more formal. Try what best fits your personality !

Cheerful : Finally, an employee with pleasing personality is one who keeps the fun alive in the office smiling in the face of stress and keeps going at it, doing better every single day at work. He or she is someone who does not take problems from home to the office, and does not take office problems personally. Welcoming new employees warmly and accommodating co–workers properly are part of his or her attributes. Individuals with pleasing personality are those who will always remain in the office even if the company has to lay off a few workers. They easily become the office favorites because of this trait, and that is because it goes a long way. Who wants to deal with a grumpy receptionist or a sad sales–man ? No one does. That's why a smile will always do big for a company.

Looks may be a plus factor but it is not the main component of what pleasing personality means for most companies in the business world. In essence, it is what makes a person likable not only by customers but also by the people within the company. A pleasing personality is like the lubricating agent that eases the friction of everyday work life and that is why it is often a basic requirement.

4.5 Be a Pleasing Personality :

What do people think and say about you after a brief encounter with you ? Are you a likeable person ? Are you an approachable person ? A pleasing personality means that those who come in contact with you are really pleased to meet you and would like to remain in your company. Every living being wants to be loved, wanted or missed when not present. With a little effort on your part, you can transform yourself into a pleasing personality, a sought–after person. Being a pleasant person does not cost you much but the rewards are manifold.

There is a beautiful story in Napoleon Hill's book 'Think and Grow Rich' about an elderly lady who was strolling through a Pittsburgh (U.S.A.) department store, obviously killing time. She passed counter after counter without anyone paying attention to her. All of the clerks had spotted her as an idle "looker" who had no intention of buying. They made it a point to look in a different direction when she stopped at their counters. Finally, the lady came to a counter that was attended by a young clerk who bowed politely and asked if he could serve her. "No," she replied, "I am just killing time, waiting for the rain to stop, so I can go home." "Very well, Madam," the young man smiled, "May I bring you a chair ?" And he brought one without waiting for her answer. After the rain stopped, the young man took the lady by the arm, escorted her to the street and bid her goodbye. As she left, she asked him for his card.

Several months later the owner of the store received a letter asking that this young man be sent to Scotland to take an order for the furnishings of a home. The owner wrote back that the young man did not work at the home furnishings department; however, he would be glad to send an "experienced man" to do his job.

Back came the reply saying no one but this particular young man was required. The letter was signed by Andrew Carnegie, and the house he wanted furnished was Skibo Castle in Scotland! The elderly lady who visited the store was Mr Carnegie's mother. The young man was sent to Scotland where he received an order for several hundred thousand dollars' worth of household furnishings. He later became the owner of half interest in the store.

If you are an approachable teacher in school, students will like you. If you are an approachable boss, employees will like you. Does that need any extra effort from you ? A simple smile can make a world of difference in your daily life and the lives of many people with whom you interact every day. It does not matter who you are and where you are now. You can make this rule a habit immediately. The greatest benefit from this habit does not come to those to whom the service is rendered. It comes to the one who renders the service.

4.6 Tips for Developing Pleasing Personality :

A person's personality is the shadow of his thinking. What he feels what he believes and all the behavior of his own defines his personality. Personality Development is the purposeful improvement of a person's behavioral traits, communication skills, interpersonal relationships, attitude towards life and adoption of ethics through training.

1. Develop a positive mental attitude and let it be seen and felt by others.

2. Always speak in a careful, disciplined and friendly tone.

3. Pay close attention to someone speaking to you.

4. Be able to maintain your compulsion in all circumstances.

5. Adopt patience and relax.

6. Keep an open mind.

7. Smile when speaking with others.

8. Know that not all your thoughts need to be expressed.

9. Don't ever procrastinate.

10. Engage in at least one good deed a day.

11. Find a reason in failure rather than brood over it.

12. Act as if the person you are speaking to is the most important person in the world.

13. Congratulate others in a genuine way without being excessive.

14. Have someone you trust point out your flaws.

Take an inventory : The first step in developing a pleasing personality is to first be happy in your own skin. Take an inventory of all the wonderful qualities you are bestowed with. Some of the qualities you may have are self–discipline, honesty, character, integrity and passion.

4.7 Check Your Progress :

• **Choose the Correct Answer :**

1. A pleasing personality means that those who come in contact with you are really _____ to meet you.

   (a) Pleased (b) Honored (c) Displeased (d) Nervous

2. Elements of Pleasing Personality does not include

   (a) Sincere (b) Flexible (c) Courtesy (d) Shrewd

3. Tolerance for others different from you is the

   (a) Important tip Pleasing Personality

   (b) Important trait of Pleasing Personality

   (c) Important jargon for Pleasing Personality

   (d) None of the above

4. Pleasing Personality is not about _____.

   (a) Physical appearance (b) Mannered behavior

   (c) Innate trait (d) Humble behavior

5. A pleasing personality is the aggregate of all the _____ qualities of an individual.

   (a) agreeable, gratifying and likable

   (b) disagreeable, annoying and rude

   (c) agreeable non gratifying and dislikable

   (d) none of the above

4.8 Let Us Sum Up :

Pleasing Personality is one of the most important aspects of the professional world. Its not that it is only required in the formal world, but very much essential for social interaction also. But when we say it is one of the most important aspects of professional world, we mean to say that in formal set up we interact with so many different people, each one coming from different backgrounds. Sometimes, it so happens that the people are hesitant talking to you as you display a strict behavior or show some kind of stern expression. This gesture drives the people away from you. Therefore developing a Pleasing Personality will make people come closer to you as you become easily approachable because of your friendly gestures.

Be it social or be it formal communication, pleasing personalities always win the situation and gives a memorable identity in the minds of the people with whom so ever one interacts.

4.9 Answer Key : Check Your Progress :

1. (a)   2. (d)   3. (b)   4. (a)   5. (a)

4.10 Glossary :

1.   Courtesy – Polite gesture or remark

2.   Demeanor – behavior, the social, non verbal

3.   Profanity – obscene, lewd or abusive language

4.   Humility – the characteristics of becoming humble or humbleness

5.   Dubious – arousing doubt or questionable , open to suspicion

6.   Butt – the blunt end, in distinction from the sharp or narrow end

4.11 Assignment :

1.   How can we say that Elements of Pleasing Personality are inclusive of definition and trait that defines the true meaning of Pleasing Personality ?

2.   Enlist briefly the important traits of Pleasing Personality.

3.   Discuss the importance of Pleasing Personality at the work place.

4.12 Activities :

Make two groups of students. One student, a neutral person, shall give both the groups the Role play to perform. One shall perform on negative behavior and another should perform on pleasing and positive behavior. Let the group of audience student observe both shades of the performances and evaluate the characteristics that makes an individual a positive person and pleasing personality as a generally acceptable behavior.

4.13 Case Study :

Likeability is when you see a character you'd want to spend time with, have as your friend, work with or generally have around, because they're a nice person. Likeable characters are often cheerful, kind, funny, and helpful, though occasionally not too bright. This tends to make them better sidekicks than heroes, though it is certainly possible to have a likeable hero. Merry and Pippin in The Lord of the Rings are, once they grow up a bit, likeable, as are many of the secondary characters in the Harry Potter books (Luna Love good, Hagrid, and Professor

Lupin all come to mind). The reverse of the likeable character is the annoying, difficult, humorless, unhelpful, snarky, complaining or mean–spirited character. It means that in order to be a likeable person one has to have some good or enticing quality, which makes your personality more likeable and pleasing to all.

a.   What exactly does the above paragraph narrates ? State the examples as mentioned in the paragraph.

b.   What is the reverse of the likeable character ? Briefly discuss the crux of the narration.

4.14 Further Readings :

1.   Personality Development and Soft Skills,

Author : Barun K Mitra

Publication : Oxford University Press

2.   Personality Psychology–Domains of Knowledge about Human Nature (3rd Edition)

Author : Randy J Larsen & David M Buss

Published by : TATA McGraw Hill Education Private Limited.

BLOCK SUMMARY :

The block has incorporated the aspects of the personality as a concept that includes the traits, characteristics, and its importance etc. for the students at this stage of knowledge acquisition it becomes very essential to be market ready and placement ready for which they have to learn to evolve their personalities. This entire block will enable the students with the tips to develop and enhance themselves. The concept of Body Language is very briefly and very clearly explained here with reference to the various facial gestures and overall body movement. We can analyze people's thought process through their body language. The last unit of the block includes the elements of the Pleasing Personality. It has also talked about the importance of having Pleasing Personality at work place. In fact, the various dimensions of personality development have been incorporated in the block to make it easy to understand as well as to follow them.

BLOCK ASSIGNMENT :

1. What is the meaning of Personality ?

2. Discuss the importance of Personality and write the traits of Personality development.

3. "In the field of Organization Behavior, personality is the aggregate of a person's feelings, thinking, behavior and responses to different situations and people" – discuss with reference to factors of Personality.

4. What are the determinants of Personality Development ?

5. "The field of Body Language, i.e. non verbal communication, consists of 3 main disciplines; Kinesics, Proxemics and Haptics" – Discuss.

6. Elaborate your answer writing the importance of Pleasing Personality at work place.

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Personality Development

BLOCK 2 : PERSONALITY DEVELOPMENT

UNIT 5   INTROSPECTION

UNIT 6   SELF CONFIDENCE AND WILL POWER

UNIT 7   POSITIVE THINKING

UNIT 8   PROFESSIONALISM (DRESSING & GROOMING)

PERSONALITY DEVELOPMENT

Block Introduction :

The Personality of an individual holds a great importance in the professional field. What is more important is not the appearance but how one carries one-self. Many of us strive to know more about others; but it is more important that we try to know ourselves by introspecting. This block will include the concept of Introspection, as being the first step in the journey of formal world. Next, comes the aspect of Self-confidence, which is very much part of an individual Personality. Your will power boosts your self-confidence. This block incorporates both. Being positive in your outlook enhances your horizon of looking at every aspect of life in a broader perspective. Therefore positive thinking- a glance at it is equally important to be part of this block. As your inner self is important; so is your external appearance. Here it is quint-essential to learn the nuances of dressing and grooming to be presentable.

Block Objectives :

1. The course will enable the students to understand the aspect of Introspection.

2. It will further help in enhancing Self Confidence and will power.

3. It will enhance the potential to become more professional by adding grooming and the sense of dressing in professional world to make one's Personality more presentable.

Block Structure :

UNIT 5 : Introspection

UNIT 6 : Self Confidence and Will Power

UNIT 7 : Positive Thinking

UNIT 8 : Professionalism (Dressing & Grooming)

Unit	
05	*INTROSPECTION*

UNIT STRUCTURE

5.0 Learning Objectives :

i.   The content of the unit will help the students to understand the concept of Introspection.

ii.   It will enable them to undertake the task of self–introspection by themselves.

iii. It will further make them understand the significance, benefits and problems associated with introspection.

iv.   It will help students to develop insight into concepts of self–awareness and self–reflection.

5.1 Introduction :

The chapter has included the concept of Introspection as an important element of personality. It has talked about the relevance and inclusion of the aspect of self–introspection, which means knowing oneself. It has also explained the significance, benefits and the problems associated with the concept of introspection.

For any individual, self–awareness and self–reflection is equally imperative to excel well in the present professional world. This chapter has nicely incorporated all these elements for the simple understanding.

5.2 Introspection : An insight

Introspection is when you think about your emotions, motivations, thoughts, and behaviors. It's also a great way to develop a higher awareness not only about yourself, but also how you perceive the world around you. Everyone is introspective in day–to–day life without even realizing it.

Introspection has been present in history all the way back to ancient Greek philosophy, eastern Buddhist practices, and different forms of spirituality for centuries. Introspection finally made its way into modern western psychology through philosophers and psychologists around the 18th century, such as German philosopher/psychologist William Wundt (also known as the Father of Psychology) and British psychologist Edward Titchener (one of the brightest original minds of experimental psychology).

5.2.1 Ways of doing Introspection :

Introspection is frequently used in the counseling process. During counseling, clients are encouraged by their therapists to examine their own beliefs, feelings, thoughts, and behaviors to find out who they are and how or why they are reacting to what they're going through. Introspection can benefit people that do it on a regular basis who 'check–in' with themselves on how they feel about something.

Introspection can be done in a number of ways. You have freedom of choice. Whether it's about talk therapy, journaling, or just thinking by yourself – select any way that suits you the best. The process can change and grow for you as time goes on – that's the beauty of it ! Has something really big ever happened in your life that shocked you, created a major change, or left you speechless ? Well, if it has, then you were most likely introspective after it happened. After these events, you probably asked yourself questions like, 'Why did I react that way ?' or 'Why am I so bothered by this ?' By asking yourself these questions, you're in the introspection process and trying to sort things out for yourself.

Whether you are a leader wanting to create strong and viable systems that can work at an optimal level, or you want to be an effective leader of your own life, introspection is of huge value and importance.

Having a coach to provide a safe exploratory environment and to ask challenging questions will help to shed light on your blind spots, and such coaching is without a doubt a robust tool. However, simply spending personal quality time focusing on and challenging one–self can also reap huge benefits.

Taking time for introspection is the key skill. By being introspective, you can better understand yourself, the origins of your decisions, and the issues that affect your judgments. As a consequence, you would be in a position to identify the areas and later on you can change accordingly.

Sometimes we hear, "but… this is just the way I am". However, this faith accomplishing notion acts as a growth inhibitor. When you take time to consider the multitude of components that form you, and have influenced your life, there are too many change–variables to accept the notion of a static self. Culture, gender, family, education, environment are just a few of these.

These components belong to you, and it has been your interpretation and blending of them that has become the brushstrokes on the canvas of the portrait you have created of yourself. And, of course, the picture of you those others see.

Take the opportunity to look inwards and examine your own beliefs and motives. It will lead us to understand from where has the complexities actually originated. Personal reflection helps us to decide if they are an actual truth, or more of an interpretation of what we perceive to be truth. After all 'history' is his/her story, an interpretation of events as perceived by the person recording his/her event. Once we've understood we become our own, subjective 'his–storians and her–storians', we are able to re–evaluate our view of ourselves. This leads to the opportunity to take more control of building the tools for achieving our own success and happiness.

Whether in a work or social situation, reflecting on our behavior with others can often provide useful insights. Sometimes we find ourselves in situations where we feel a strong, personal and negative emotional response being evoked. Irrational anger is a good example. It is helpful to appreciate that such problematic behaviors are often coping mechanisms that can be traced back to times when we thought such responses protected us from emotional distress. The ability to identify and examine such responses in ourselves provides a powerful opportunity for personal growth and development.

Whether at work or in your personal life, by increasing your levels of self–awareness, you will become more confident in your ability to improve your decision–making capabilities. When feeling under pressure or in a stressful situation always take a moment for introspection. Peep into yourself, and ask yourself whether you're creating your canvas with fresh brushstrokes, or with less helpful brushstrokes from the past.

5.3 Significance of Self Introspection :

It's the bitter truth of life that every person always judges others, finds faults with them and expects more from others. Have we ever thought of analyzing ourselves ? I believe once in a day we should analyze our behavior. Before starting the day in the morning or before going to bed every night or anytime when we can sit peacefully in complete silence, we should look into our deeper self. We should focus on all the aspects of our personality, behavior, thoughts, perception, feelings, motives and actions. Not only on the surface level but deep down in our heart. We need to ponder over what we think and what kind of thoughts we create all the time, our positive and negative qualities, what we preach and what we actually do.

It usually happens that we even deceive our self by ignoring and denying our realities. Often we aren't ready to accept the true facts about our real self and live with the lies and deceive our self and seek comfort in lies. We often indulge in self–defensive behavior consciously or unconsciously.

How long we can mislead our own self. We will grow and progress only if we tell the truth to ourselves and that is the real power. One should always be true to self and try to correct what seems undesirable or unpleasant.

Here comes the role of self–introspection in our life. To introspect oneself is really important throughout the lifetime. Spiritually self introspection is referred to as "soul searching" or "connecting to the soul". Soul searching implies looking deep within ourselves. When we introspect ourselves, we realize where

we have gone wrong and where we are right. Self–introspection helps us to grow and focus on our goals. It gives us a vision to be realistic and not to judge another person. It makes us aware of our actions and behaviors and our basic self. It sheds light on our personal truth and boosts our self–confidence, strengthens us and gives us self–assurance.

In order to take new action or evolve as a person, we first need to look within and see where we need to improve and change.

When we introspect we get connected to our true self or our real identity. Introspection helps us to assess our mental state, thoughts and examine our motives. It also helps us to self–reflect. Self–introspection enables us to observe our thoughts carefully and keeps a check on the quality of thoughts we create. It helps us to develop and progress in life by realizing our goals. It throws light on our accomplishments. By introspection we can understand the situations of our life in a better way.

We should always be careful that while analyzing or introspecting self, we do not feel inferior and experience negative feelings. That is not the actual purpose of introspection. We should not be disheartened or discouraged when we realize our shortcomings rather we should accept the reality, and always try to overcome our limitations with having firm self–belief and trust in ourselves. Self–introspection is the way to connect to the inner self and to come closer to the soul. It's a process to become a better human being each day and helps us to develop self–understanding, gives us clarity and self–awareness.

5.4 Introspection/Self–Reflection :

Throughout our daily lives, we are constantly observing and analyzing.

Whether it's an important document for work or a confusing text from the opposite sex, we have successfully trained our brains to obtain data and examine it for deeper meaning or explanation.

While it has become second nature to think critically, the ironic part is we often forget to apply this concept to ourselves.

Introspection involves examining one's own thoughts, feelings and sensations in order to gain insight.

Being introspective is often a rare quality in young adults, and with good reason : Slowing down and taking a breather from our crazy lives isn't always the easiest thing to do.

In a society fixated on fast–paced environments make us moving on and on, it's difficult to find the time to sit down and reflect. However, setting aside a small portion of your day's time for self examination can be more helpful to know yourself than you might expect.

Here are seven ways introspection can be a positive tool in your daily life :

1.   It allows you to notice negative patterns in our life.

Maybe you keep crawling back to that toxic relationship, convincing yourself that through all of the frustration and inconsistency, the person will eventually change.

Maybe you're continuously picking up a coworker's slack, delaying your own tasks and hurting your progress in the long run.

Whatever the case may be, introspection allows you to recognize these patterns, and how and why they have a detrimental effect on your emotions and outlook.

From there, you can consider alternate approaches to these situations and eventually, migrate away from the stressors altogether.

2.   It keeps you focused on the bigger picture :

So, your unpaid internship begins slowly but surely to feel like slave labor, and by the time five o'clock rolls around, all you can think about is drowning yourself in wine. Of course, without any experience, you can't get your dream job – plain and simple.

When we don't have an overall goal in mind, our daily tasks become meaningless and increasingly frustrating. Therefore, it's important to have a clear vision of where you want to see yourself in the future.

Write it down if you have to, and don't forget to continuously remind yourself of what you hope to ultimately accomplish. As a result, you will have a more positive attitude toward your current obligations.

3.   It prevents you from worrying about things out of your control :

Examples are : An infuriating traffic jam; a boss who never considers your opinions, a torrential downpour when you planned a weekend at the beach – you get the idea. No matter how many times we've been told not to stress about what we can't change, we do it anyway.

It's difficult to realize we don't always have total control of the outcome, and sometimes, we have no choice but to adapt to unfavorable conditions.

Introspection allows us to eventually detach from these aspects over which we have no influence, and instead, direct our energy toward things we can absolutely improve on ourselves.

4.   It helps you face your fears :

We all want to be that person who can dive into any challenge headfirst and come out successful. But, let's face it : We're all afraid of something.

Whether it's rejection, failure or something else entirely, introspection allows you to admit your fears to yourself and eventually learn the best way to handle them.

This can be a trial–and–error process, but simply recognizing what scares you is a great starting point.

5.   It allows you to clearly define happiness on your own terms :

When are you most happy ? Who do you most enjoy spending time with ? What accomplishments are you most proud of and why ?

These questions may seem cliché (and sound strangely like your college admission prompts), but they hold a lot of value. By recognizing the positive events in your life, you can apply your knowledge to future goals and endeavors.

For instance, if a quick phone chat with your best friend always lifts your spirits, take the time to do so every day.

Or, if you feel most accomplished after independently completing a project, start to take more initiative and exert that same self–starter attitude in your workplace.

6. **It allows you to make decisions based on your conscience :**

When it comes to making significant life decisions, the important people in your life will naturally have opinions. However, introspection helps you make decisions based on fully understanding what is right or wrong for you.

Make choices based on what you truly believe, without letting other people's input sway you. While it's okay to ask for others' advice and feedback, ultimately, trust your gut – it won't fail you.

In addition, by following your conscience, you'll, in turn, feel better about the path you chose.

7. **You will finally get different results :**

When we continuously go through our lives the same way, we inevitably block the chance of changing things for the better.

By becoming more self–aware, we are able to have a better understanding of what we truly want in life. Naturally, this involves making changes, whether they're significant or menial.

Of course, nobody likes change. It's uncomfortable and scary, and we seek comfort in what we know.

However, this is why it is critical to ask ourselves, *is it worth it take as little as five minutes out of our day for introspection in exchange for an increased chance of happiness ?* Most of the time, it's safe to say you already know the answer.

5.4.1 Introspection and Self–Awareness :

Anyone who is dedicated to self–improvement, personal development or the higher goal of spiritual growth needs to seek actively to understand oneself. This is because only when one understands where one lacks, can he or she focus his/her efforts on what to improve.

5.4.2 Meaning of self–awareness :

➢ Self–awareness is the capacity that a person has to introspect.

➢ It includes gaining an understanding of and insight into one's strengths, qualities, weaknesses, defects, ideas, thoughts, beliefs, ideals, responses, reactions, attitude, emotions and motivations.

➢ Thus introspection also includes assessing how one is perceived by others and

➢ How others are impacted based on one's behavior, responses and conduct.

❖ **Therefore :**

• Becoming self–aware is the first step in overcoming personality defects.

• Self–awareness can be achieved through observing one's own mistakes, asking others for feedback, observing others mistakes objectively.

• Whenever one becomes emotionally unstable, restless or upset one should become alert as on deeper introspection, it usually provides insight into some personality defect that has been triggered.

• We should be open to learning about ourselves and have the courage to take feedback from others. Due to this we can objectively analyze our mistakes and find practical solutions to change for the better.

5.5 Introspection and Personality :

- Introspection is the examination of one's own conscious thoughts and feelings. Introspection is closely related to human self–reflection and self–discovery and is contrasted with external observation.

- Time spent alone in thought can be positive–a rich environment for personal growth and creativity, but it can also be dangerous when we are negatively turned against ourselves. Introspection can be a process of healthy self–reflection, examination, and exploration, which is good for your well–being and your brain.

- Introspection is an act of self–awareness that involves thinking about and analyzing your own thoughts and behaviors, is one of the defining characteristics of man versus animal. We are naturally curious about ourselves. We replay our own experiences and actions in the hopes of understanding who and how we are.

- Introspection helps us in many ways. Like, Introspection would lead you to knowing yourself in a better way. You can find a mistake you have made in life and can help you to learn from your mistakes. Introspection gives us the chance to catch ourselves repeating patterns that cause us pain

- Someone who is introspective spends considerable time examining his own thoughts and feelings. If you take to your diary after an unhappy break–up, you are being introspective. The Latin word intros–pierce means to look inside, and that's what an introspective person does, metaphorically speaking.

5.5.1 Steps to do Self–Introspection :

Make Some Room for Yourself

1. Create Quiet Space. This can come in many forms.

2. Ask Deep Open Ended Questions. Now that you've created this space for yourself.

3. See what comes up with no judgment. Make sure, you hold your heart and mind wide open to any potential that may arise.

4. Take Notes.

5. Reflect and Repeat.

5.5.2 Benefits of Introspection :

While introspection has fallen out of favor as a research technique, there are many potential benefits to this sort of self–reflection and self–analysis.

- Introspection can be a great source of personal knowledge

- The process provides knowledge that is not possible in any other way

- It can help people make connections between different experiences and responses

5.5.3 Few problems with introspection :

- Different observers often provided significantly different responses to the exact same stimuli

- Even the most highly trained observers were not consistent in their responses

- The technique is difficult to use with children and impossible to use with animals
- Introspection is limited in its use; complex subjects such as learning, personality, mental disorders, and development are difficult or even impossible to study with this technique
- The very act of analyzing one's own thoughts plays a role in changing the experience

5.6 Check Your Progress :

- **Choose the Correct Answer :**

1. The first step of Self Introspection is _____
   - (a) Take note
   - (b) Reflect and repeat
   - (c) Create Quiet Space
   - (d) Ask Deep Open Ended Questions

2. Introspection is closely related to human self–reflection and self–discovery and is contrasted with
   - (a) External obligation
   - (b) External observation
   - (c) External inhibition
   - (d) All of the above

3. Self–awareness is the capacity that a person has to _____.
   - (a) Introspect
   - (b) Introduce
   - (c) Induce
   - (d) Induct

4. Introspection finally made its way into modern western psychology through philosophers and psychologists around the
   - (a) 17th century
   - (b) 19th century
   - (c) 16th century
   - (d) 18th century

5. Introspection can be done in a variety of ways. (mark the odd one out)
   - (a) Whether it's going to talk therapy
   - (b) Journaling
   - (c) just thinking by yourself
   - (d) talking about other's fault

5.7 Let Us Sum Up :

The use of introspection as a tool for looking inward is an important part of self–awareness and is even used in psychotherapy as a way to help clients gain insight into their own feelings and behavior. While Wundt's efforts contributed a great deal to the development and advancement of experimental psychology, researchers now recognize the numerous limitations and pitfalls of using introspection as an experimental technique. When evaluating the self and others, people give greater weight to introspection about themselves while judging others on their outward behavior. The problem is that even when introspections don't provide useful or accurate information, people remain confident that their interpretations are correct, a phenomenon known as the introspection illusion. The use of introspection as an experimental technique was often criticized. Schools of thought including functionalism and behaviorism believed that introspection lacked scientific reliability and objectivity. Because the process is so subjective, it is impossible to examine or repeat the results.

5.8 Answer Key : Check Your Progress :

1. (c) 2.(b) 3.(a) 4. (d) 5.(d)

5.9 Glossary :

1. Introspection – looking inward, inspection of one's own thoughts and feelings, inlook

2. Head first – foremost, headlong

3. Conscience – the moral sense of right and wrong

4. Inevitably – in a manner that is impossible to avoid or prevent

5. Exploration – a physical examination, ranging over for the purposes of discovery

6. Metaphorically – the manner in which it is referred to something that is not there.

5.10 Assignment :

1. What is Introspection ? Explain the different ways of doing introspection.

2. What is Self–Awareness ? How is it related to introspection ?

3. Describe the concept of Introspection/ Self Reflection with the help of suitable example.

5.11 Activity :

Take a morning walk. Taking a walk first thing in the morning can help you connect with your senses and examine your thoughts and feelings. Take this time to meditate about what is going on in your life and your goals for the day. Sort through your feelings and make an action plan to be productive with your time. While walking you can connect with you; visualize, analyze and spiritualize. It is a best practice for introspection. Do it on daily basis. It will lead to self awareness too.

5.12 Case Study :

Do we truly think that we have lived for ourselves ? Perhaps we have lived for money, love, fame, family and pride etc. Therefore, we don't seem to be satisfied even though we are full of those things. It is because that we don't know ourselves. Eric Fromm talked about human nature as two modes of being : "To have" and "To Be". If we are "Having" the nature of possessions, we are not satisfied, and feel empty and futile. Then, how can we be "Being" the nature of our inner–selves ? Sometimes, we happened to be aware of this "Being" nature and try to change ourselves, but fail. But, because of our daily routines, it's easily forgotten. And more it is hard to escape from our unwanted minds controlling us. From now on, let us reflect on ourselves and look at our minds leading up to today ! Don't we achieve our goals after knowing ourselves ? And let us find the "Being" nature of our original selves after escaping from the minds restraining and controlling us. You can make sure and practice the methodology of finding the true original mind of inner–self by escaping from the false mind of possession. Self–reflection is the first step to meditate. You can know yourselves most objectively through meditation and you will realize that all the thoughts and actions are due to your mind, which are nonexistent and false. If you throw away the false mind, you will find the true mind. People can be leaders if they have a habit of self–reflection through meditation. Happiness is having no worries. You can really relax yourself if there is no bundle of thoughts and you can be successful when you know yourself truly. Worries come from the memorized

thoughts of the false mind. Your inner potential of positive power is revealed, you're peaceful and happiest thought will be in your mind, and you can live the life you wanted through meditation.

a. In the case study; what does it mean, "to have" and "to be" ?

b. According to the case study, how does meditation helps an individual in rejuvenating ?

5.13 Further Readings :

1. Personality Development and Soft Skills

    Author : Barun K Mitra

    Publication : Oxford University Press

2. Personality Psychology–Domains of Knowledge about Human Nature (3rd Edition)

    Author : Randy J Larsen & David M Buss

    Published by : TATA McGraw Hill Education Private Limited.

Unit 06 — SELF CONFIDENCE AND WILL POWER

UNIT STRUCTURE

6.0 Learning Objectives :

i. The unit aims at enhancing the self confidence and will power of the students.

ii. It will incorporate the suggestive ideas to build self confidence.

iii. It will enable the students in disempowering the pessimism.

6.1 Introduction :

The chapter has included the description of the concept of self confidence and will power. It has focused on the suggestive idea to build self confidence. The chapter has described different types of confidence. It has reflected upon the qualities that a person with strong will power needs to develop. How one can disempower the pessimism, is also dealt with in this chapter.

The chapter has incorporated different Characteristics of a Confident Person.

6.2 Self Confidence : An idea

If you have self–confidence, you behave confidently because you feel sure of your abilities or values.

What is Confidence ?

Confidence comes from the Latin word 'confidere', which means 'to be sure.' As you know, a confident person is someone who is sure of something that he is doing. He or she is aware of his or her full potential and operates out of surety. This type of confidence helps a person achieve more out of life. A confident person is someone who does not indulge in self–doubt. He or she is well aware of his or her capabilities and moves forward confidently.

6.2.1 Types of Confidence (Examples) :

Let us look at two examples to understand the concept better. Say two friends are trying out for a spot on their school basketball team. Both of them are equally skilled and both can be selected based on their efforts. However, one is quite confident whereas the other is not so much. The confident child will be able to perform better as he or she will not be under any pressure. He will be quite confident in his abilities and put in a worthy effort. On the other hand, the child who lacks confidence will put up an effort that is marred by under confidence and pressure to excel. The two will not allow him to put in a worthy effort.

This shows that regardless of whether or not you have the talent to achieve something in life, you will have to approach it confidently. It is your confidence that will help you succeed in life. However, that does not mean you can be extremely confident and attain whatever you wish to without putting in the required effort. You have to have the talent and mix it with confidence to accomplish the best out of life.

Self–confidence

Self–confidence refers to having full faith in oneself and knowing that you will do the right thing. This type of confidence is quite important to develop especially if you want to attain the best in life.

General confidence

General confidence refers to having an inborn confidence. The person need not be influenced by an outside source to develop this type of confidence. He or she will be internally motivated to put on their best performance and attain the best in life.

Specific confidence

Specific confidence is seen as a precursor to general confidence. A person who is internally motivated will have a good sense of specific confidence. He or she will lay the foundation for general confidence and attain life's goals. Focused confidence is a good way to enhance one's self–esteem.

Between the two, it is more important for a person to have general confidence as it considered as a constant factor that is required to enhance and boost motivation. Even if a person is extremely confident in specific areas, he or she may not be able to attain all that they desire. The only way to have it is by having a strong sense of general confidence.

Over–confidence

It is quite important not to be overconfident. Overconfidence is a situation where a person possesses too much confidence. He or she will not be able to tell between basic confidence and over confidence and end up doing too much. This will start to become an obstruction and prevent the person from reaching their goals.

However, overconfidence is a quality that is mostly inherent, and the most important thing is for a person to stave it off as much as possible. Ego is what mostly drives overconfidence and dictates a situation. The person will not be able to control it and end up giving into his or her whims. The only way of doing so is by remaining alert and making sure that the ego is not taking over. A seasoned person will be able to successfully keep his overconfidence at bay and not allow it to interfere in his life.

6.2.2 What is Willpower ?

Willpower is the next quality that you should develop. As you know, it is quite important to have all those qualities that will help you attain all that you desire in life. You have to be able to combine them together to make it easier for you to pursue your goals and ambitions.

Willpower, again, is entirely subjective and differs from person to person. Some people can have a strong sense of will–power while others might have it quite low.

Will power mainly depends on how a person perceives their surroundings and uses it to enhance his or her life. For example, a person can be influenced by an external source and have their will power affected by it. It may rise up or go down depending on the person's perception of things.

In general terms, will power is mostly determined by a person's need to excel. If he or she, is motivated enough and garners good self–control then will find it easy to develop a strong will power.

6.2.3 Qualities that a person with strong will power needs to develop :

- The ability to understand the difference between short and long term goals and be able to pursue them
- The ability to override unnecessary temptations and remain on the right path
- The ability to not give into temptations and remain calm through any situation
- The ability to consciously regulate oneself

These are some of the qualities of strong will power. This varies from person to person.

It is quite easy to enhance willpower through determination and hard work. A person can increase his will power by putting his mind to it. Through the course of this book, we will look at how you can influence your will power and increase it.

As you can see, there is an apparent difference between self confidence and will power, yet it is quite important for you to possess a combination of both in order to attain the best out of life.

6.3 How to Build Self Confidence in 12 Steps :

Do you wish you had more confidence and more self esteem ? Confidence is most important in everyone's life. Here are a few reasons why it is so important ?

- Self confidence is important in everyone's life, because it gives courage, self–esteem and assertiveness. When self–confidence is present, you are not afraid to take risks and to try new things.

- Self–confidence is essential for a happy and successful life.

- It is a quality of character that most people appreciate.

- When you possess confidence, you do not allow people's words and actions to affect you how you feel.

- When you are confident you do not take things too personally. This means a more peaceful life.

Most people are not born with this quality of character. However, you can build it up. You can build self–confidence by changing your mindset and your attitude toward life, even if various personal experiences in the past caused you to lose it.

Self confidence is often affected by how you think and believe people see you. If you have low self–esteem, you would probably believe and feel that people don't have a high opinion of you, which will of course, undermine your self confidence.

If you see yourself in your mind's eye as lacking self confidence, you will behave accordingly, and people would treat you accordingly.

If you see yourself in your mind's eye as strong and assertive, you would broadcast this attitude to the people you meet, who would sense your inner strength and treat you accordingly.

6.3.1 Steps to Build Self–Confidence :

Self confidence tips to help you build your confidence and feeling of self–worth.

1. Think about what you have already done in your life :

Even if you experienced failure and unhappiness in your life, there certainly are a few achievements.

These need not be great achievements, but quite simple ones, such as getting good grades at school or college, promotion at work, getting along well with your neighbors, getting your driving license, or learning to swim.

Thinking about those achievements makes you realize that you have experienced success in your life, and not all is failure.

This would make you feel better about yourself and about your life, and improve your self–esteem.

2. Focus on what you did and achieved, not on what you did not do and did not achieve :

Why fill your mind with scenarios of failure ?

If you keep thinking about failure, you unconsciously expect and anticipate it, and might eventually attract it to you. This would further spoil your sense of self–confidence.

You should replace this negative movie in your mind with a movie about success. See yourself in your mind, where you really want to be, living the life you really want.

If you keep watching a movie of success in your mind, you will eventually attract success. This process would build up your self–confidence.

3. **Write down a list of your achievements and success :**

Take another step toward building your self–confidence and write down a list of your achievements and success, and at look at this list often.

You might say that you have never experienced success.

You are wrong about that.

You might have not experienced great success, but you surely had, even if only occasionally, experienced some kind of success. Even baking a good cake, being in good relations with your spouse or children, or going for a walk almost every day is a form of success.

4. **Think about your talents and abilities :**

Set a time each day to think about your talents and abilities, and find ways to develop and use them. Do not say that you have no talents and skills. Everyone has some. You just need to find them.

5. **Strengthen your willpower and self–discipline :**

Lack of self–confidence goes hand in hand with lack of willpower and self–discipline.

When you strengthen your willpower and self–discipline, your self–confidence would grow strong too.

Stronger willpower and self–discipline means more assertiveness, more self–esteem and more confidence.

6. **Set small, simple goals :**

Set small, simple goals that are within your reach and go achieve them. This will greatly boost your confidence.

I am talking about really small goals, such as cleaning and arranging your wardrobe or drawers, inviting friends to your house, starting to learn swimming, taking a short walk, or talking with someone whom you don't like.

These small acts will make you feel better about yourself and increase your self–confidence.

7. **Develop a positive attitude :**

Instead of focusing on negative events and expecting the worse, make the effort to focus on the positive and expect positive results.

This might not be easy if your mindset has always been negative. However, with persistence, you can change your mental habits and build a positive attitude. You will find plenty of information about positive thinking at this website.

It would help, if you strive to remove from your mind and from your vocabulary all negative words and refrain from using them in your conversation.

8. **Give yourself motivational talks :**

Remove any negative commentary running in your mind. Be firm, and do not allow negative comments about you and about your life to run in your mind.

You need to be more aware of what is going on in your mind and not allow negative self–talk to go on in your mind.

9.   **What we wear, often, affects how we feel :**

What kind of clothes makes you feel better ? What colors make you feel more confident ?

Choose the clothes and colors you like, and the ones that make you feel more confident.

10.   **Your body posture is important :**

Keep your back straight while walking and while sitting.

11.   **Act confidently :**

Act confidently, even if you are faking it. In time, acting confidently will become a habit.

12.   **Let your voice be heard :**

When talking, speak up and clearly and don't be afraid to express your opinions.

6.4   Seven Characteristics of a Confident Person :

Confidence can take a life time to build, while taking only a moment or two to crumble into tiny bits. Depending on the life circumstances we are dealt with, having a confident demeanor can start very early in life; as young as toddlerhood. Some of us had great parents who instilled positive values, which in turn made us believe we could become, do or be anything in life. Others did not, but perhaps found confidence later in life in other ways, such as through sports or by forging ahead in academics and within the workplace. Confidence IS power, and vice versa. It has been studied and scientifically proven that confident people carry a different persona; one of poise, high self–worth, strong radars between right and wrong, and an ability to lead or convince others to follow. People who are not confident are less likely to succeed, because they constantly second–guess their own ability to do things. They have excuses and often fall short of their own expectations, as well as failing to meet up to the perceived expectations of others. They may say things like,

•   **"I could never do that, because I didn't receive any formal education."**

•   **"I'm not cut out for these things."**

•   **"My Dad never showed me how to do that when I was a kid."**

•   **"I'm not even going to try, because I know there will be a lot more qualified people applying than me."**

Listen, confidence is, 'KNOWING'. You must know you are good enough, without blaming anyone else (past, present or future) of your character faults. If you haven't done something before, teach yourself how to do it. You can learn most anything these days just by doing an online search. Stop blaming your parents, your family, or your imperfect partner, or your kids, and most of all, yourself. The power of confidence is, 'power'. It is a knowing that no matter what you do, you will not fail. Here are 7 distinguishable characteristics of confident people :

1. **Poise :** Standing up, walking with an attitude

2. **Eye contact :** Never be afraid to look at people dead in the eyes, as it can put you in a position of power and knowing whether the person is truthful or not

3. **Firm :** Staying true to yourself and not sacrificing your personal beliefs for another person

4. **Appearance :** Confident people take pride in the way they look, including overall fitness, health and wellness. Looking good transcends to feeling good. Dressing nicely automatically makes you feel more confident.

5. **Tone :** Confident people keep a level head. They have self–assurance; therefore they do not need to yell to get their point across.

6. **Stand up for others :** Never talk badly about other people, because it can diminish or weaken your own confidence and self–esteem. Remember that it is the people who speak negatively about others who often feel the worst about themselves.

7. **Do what is right :** Doing the "right" thing is not always easy, especially when outside pressures persist. Whenever you bend on someone else's wishes and not uphold what you feel in your heart is the best action, step or course to take, and then your confidence level goes down. Never let another person control your destiny, you are in control of your own.

People who lack confidence have excuses, whereas people with confidence have ambition. With the power of confidence, you cannot fail.

Pessimistic thinking styles are closely linked to low self–confidence and low self–esteem. Low self–esteem is a generalized type of low self–worth, based on a perception of consistent, cumulative failure or inadequacy.

6.5 Disempowering Pessimism :

Pessimistic thinking styles are closely linked to low self–confidence and low self–esteem. Low self–esteem is a generalized type of low self–worth, based on a perception of consistent, cumulative failure or inadequacy.

Negative beliefs can induce a pessimistic outlook that renders willpower irrelevant. After all, if you doubt your capability, you see little point in trying to do anything that may require willpower. Lacking confidence in yourself means that you waste the precious resource of willpower. On the other hand, if you can raise your level of confidence, your willpower can flourish.

The best way to exercise your willpower is by recognizing what's important to express or achieve in any given situation, and deploying your willpower efficiently to that end.

Low self–confidence is also implicated in maintaining a state of learned helplessness. Negative expectations about your ability to cope or perform – for example, harboring thoughts such as, 'I won't succeed, so I won't bother trying' or 'It's pointless' – obviously act as a barrier to progress. These beliefs can become self–fulfilling prophecies and trap you in a vicious circle.

In extremes, this type of pathological passivity resembles depression – the ultimate manifestation of hopelessness and apathy. More specifically, this mindset renders willpower redundant. After all, if you feel incapable of initiating action in pursuit of a personally relevant goal, you don't need willpower.

You can train yourself to be self–confident.

Modeling – imitating someone else – is one of the most prevalent learning techniques. You pick up a huge range of behaviors through modeling – think of a little girl tottering around in her mummy's shoes or a little boy shoving his hands in his pockets and shrugging his shoulders just like his dad.

Watching somebody, perhaps a person you admire and identify with, achieve what you want to accomplish can give you pointers on how to accomplish your own goals. The person need not be a personal friend : it may be a movie actor or comedian who bravely and publicly announced some problem or frailty, signaling that it's okay to be seen as vulnerable. Modeling is how most people learn how to do skilled jobs with confidence.

If you're unsure about committing to do something that may prove daunting, think of a good role model who has accomplished the task. It may be your favorite teacher who inspired you to give a good presentation, or the daytime television presenter who successfully quit smoking. By borrowing some of their self–confidence, you can boost your own – and your willpower as well.

Flow is being immersed or engrossed in an activity or experience for a period of time. Sports commentators describe athletes as being 'in the zone' when they're performing at a consistently high level for a period of time. Another way to say it is that they're 'in the flow'.

Flow experiences reflect your values, motives, strengths and talents. Episodes of flow can induce an authentic natural high that can be life–affirming and promote willpower.

Infrequent or impeded access to flow experiences can lead to negative emotions, including sadness or even depression, and thus weaken your willpower. Identifying activities or pursuits that can deliver the experience of flow is a great way to discover how to reward your efforts.

Amazingly, while going with the flow may require considerable physical and mental energy, it requires very little willpower. Consider the image of a dog being let off the leash in a large field and just running in sheer exuberant joy with apparently boundless energy. Okay, humans are a bit more complicated, but have another look at the ingredients of a flow experience. Now, recall a time when you experienced the joy of flow.

6.5.1 Activities to boost Will Power :

When you've worked hard on something that challenges and depletes your willpower, suppressed appetites and desires can come to the fore. Thoughts such as 'I deserve a drink/smoke/extra portion/day off work' can sound plausible, in effect giving you permission to indulge yourself. These are the wrong rewards at the wrong time !

Choosing alternative, more life–enhancing rewards drains unhealthy or unwanted habits of their reinforcement value. Because your willpower is a limited resource, however, striving for one goal means that you may take your eye off the ball : if your willpower is depleted due to sustained effort or stress, a habit you thought you'd conquered can reassert itself. When deploying your willpower to achieve long–term change, it's essential to reward your efforts along the way. Psychologists call this shaping behavior, a bit like coaching or cheer leading you in your quest for the ultimate goal.

6.5.2 Confidence Verses Self Confidence (will power) :

When you are good at something you develop an innate trust in your own abilities in that general area. You rely on numerous past experiences of success and so begin to implicitly know that you can succeed again. You have also surmounted hurdles in order to grow in that area and so you know that you will figure out the future hurdles too. I think this is how confidence *in some specific area goes*. You get some success and it is a rush and so you dive back in confidently and you get more success and then you try a more daunting challenge and when you beat that you become even more confident, etc., until you are readily and eagerly taking on really challenging tasks in your area of skill. You are confident–*at* something in particular.

But this is different than being *self*–confident. You might be super–confident in the classroom or on the ball field or on the stage or in the operating room, but not otherwise self–confident and so freeze and fall flat on your face in numerous places where you are outside your comfort zone. Why might that be and how might this be overcome ?

I think that what separates self–confidence from regular confidence is that self–confident people learn from their growth in specific skills to trust that they are capable of learning skills in general. So, just as I might learn from teaching success that I can gain new teaching success and be a confident teacher who confidently takes on harder teaching challenges to grow as a teacher, a self–confident person learns from success in teaching and in tennis and in making new friends and in carpentry and in learning German, etc., that she is good at meeting challenges in general and at growing as a person in general, and so takes on new, hard challenges as a person because she trusts her general abilities as a person to learn and to grow.

6.6 Check Your Progress :

• **Choose the Correct Answer :**

1. _____ is not the type of confidence

   (a) Specific confidence   (b) Over confidence

   (c) General confidence   (d) Ardent confidence

2. Will Power is _____ and differs from person to person.

   (a) Subjective   (b) Objective

   (c) Retrospective   (d) All the above

3. Self Confidence is important in everyone's life because it gives courage, _____ and _____.

   (a) Self esteem & assertiveness   (b) Self ego & negation

   (c) Self respect & self awareness   (d) Self identity & self affirmation

4. Give yourself motivational talks to

   (a) Remove any negative commentary in mind

   (b) Remove any negative behavior

   (c) Gain negative ideas

   (d) None of the above

5.   People who lack confidence have excuses whereas people with confidence have _____.

(a) Enthusiasm   (b) Ambition   (c) Pessimism   (d) Exhilaration

6.7 Let Us Sum Up :

This virtue of self–confidence is crucial to all sorts of growth in life. Learning new skills or new virtues or new tasks, etc. can be extremely hard. You struggle with adjusting to challenges you don't have any literal or metaphorical "muscle memory" to guide you through. You feel like you are starting from scratch. When you are dealing with a challenge in a skill or a virtue you have had success with already, during the hard times you can recall your past successes and reassure yourself you are capable of overcoming the new hurdle. But if you've never learned a foreign language before and you're struggling sluggishly to figure one out for the first time, you can't just feel like this is something you know you will eventually get based on past successes with languages, so you have to feel like this is something you know you will eventually get based on past successes with *challenges in general*. You have to think of yourself not just as someone who is powerful at a finite set of things and bad at everything else, but as someone who has the potential to perpetually improve at everything you put your mind to.

This is also a back door way of introducing what I mean when I say the will to power is one of the supreme human goods. The will to power, as I interpret it–is the insatiable drive to perpetually seek out new challenges, new resistances to your existing strengths, so that you can constantly be overcoming them and therein growing in your abilities and in your overall excellence. It is about an orientation towards life which does not seek to avoid conflict and difficulty as much as possible, but rather which actively craves and embraces those struggles that will force you to discover, develop, and create powers beyond what you presently even think are possible for you.

A life of the will to power is ideally a life in which you do not rest on your laurels, comfortable within a cautious, complacently confident cocoon, only ever perfecting by increments what you have already mastered and made easy for yourself. Rather it is a life in which you go beyond confidence to self–confidence and to its constant cultivation–a life in which you perpetually challenge yourself and trust yourself to be someone who is not merely good at replicating past successes but creating ever new kinds of successes in ever new kinds of pursuits.

6.8 Answer Key : Check Your Progress :

1. (d)   2. (a)   3. (a)   4. (a)   5. (b)

6.10 Glossary :

1.   Disempowering – disheartening, demoralizing

2.   Pessimism – a general belief that bad things will happen

3.   Assertiveness – the quality of being self assured

4.   Will power – to wish, to desire, to intend

5.   Laurel – honor, distinction, fame

6.   Harbor – any place of shelter, refuge, dock

7.   Persona – a social role,, mask or appearance, a character played by an actor

6.11 Assignment :

1.   Discuss the steps of building Self Confidence.

2.   Write and explain the characteristics of confident person.

3.   State the activities to boost will power.

4.   Briefly explain the type of confidence.

6.12 Activity :

1.   Stand in front of the mirror and observe yourself. Stand straight with your proper posture and look into your own eyes in the mirror. Examine yourself as to where you feel your body language is showing less confidence. take a note and pen down your problem areas. Work upon it. After a week again repeat the activity. In a month's time you will be able to make yourself more confident.

2.   Suggestive activity for group : with the likeminded people sit in a circle and turn by turn ask each one to narrate one incidence of lack of confidence. After each one's narration give suggestive tips for improvisation. Make open discussion, this will help each one to open up in their thoughts and ideas and be expressive. The expressions also help one to be confident.

6.13 Case Study :

Imagine being sold into forced labor; working tirelessly for little food and poor treatment. Everyone around you is either too scared to escape or worse, complacent. Sounds scary, right ?

This is the heartbreaking beginning of the life of Harriet Tubman. Born into slavery in the mid–1800s, Tubman's future was written in cotton. However, instead of accepting the fact that she would live and die as a slave, she believed in herself. She knew she had the confidence to escape her unfortunate life and create something better. Like we earlier mentioned, Tubman rose to the occasion, owned her story and decided to narrate it only in the best way she could. Because of Tubman's self–confidence, she not only freed herself; but she also granted over 750 enslaved African–Americans the sweet justice of freedom.

From the above story, it is literally about waking up to your problems and taking them head–on. And nobody did it better than Tubman ! She knew what she was capable of and she used that inner strength help herself and liberates others !

a.   What character can we portray of Harriet Tubman from the above story ? Explain.

b.   Do you find self confidence in her character ? How can you say that ?

6.14 Further Readings :

1.   Self Talk : How to train your brain to turn negative thinking into positive thinking

Author : Aston Sanderson & Randal Schaffer

Publication : Walnut Publishing (P) 2017

2.   Power of Positive Thinking

Author : Norman Vincent Peale

Publication : Prentice Hall

UNIT STRUCTURE

7.0   Learning Objectives :

i.   The unit will enable the students to adopt positive thinking as it will focus on the benefit of positive thinking.

ii.   It will also portray the ways to apply positive thinking.

iii. It will throw light on the power of positive thinking.

7.1   Introduction :

The chapter has explained the concept of positive thinking. it is considered to be the most needed skill for an individual as well as in professional filed. It

has portrayed the benefits related to the positive thinking. the chapter has also suggested the different ways through which one can apply positive thinking in the real life situation. It has also included the power of positive thinking; it has explained the aspects of positive thinking and has explained as to how one should stop the negative self talks because negative self talks leads to stress.

7.2 Positive Thinking : Meaning

Positive thinking is an attitude that pushes you to expect good and desired results. Power of positivity helps you in creating and transforming energy into reality. Positive mindset helps you to seek happiness, health and a happy ending regardless of the situation.

Lots of successful people have recognized the positivity as the key to success. Power of positivity may change your personal and professional life. Thus, in the tough situations, people ask you to think positive. Now you may have keenness to know what makes positivity a must for you to meet success. So, let's learn some benefits of positive thinking.

Positive thinking is a mental attitude in which you expect good and favorable results. In other words, positive thinking is the process of creating thoughts that create and transform energy into reality. A positive mind waits for happiness, health and a happy ending in any situation. More people become attracted to this notion, good evidence is the increasingly courses and books about it. Positive thinking is gaining popularity among us. More and more successful people will tell you that they got where they are now because they made a lifestyle around positive thinking. A person that faces life with a positive attitude will always be more successful in life both professionally and personally, than a person that cannot take control of his thoughts. It is increasingly common to hear people say : "Think positive !" to a person which is sad and worried. Unfortunately, many people do not take seriously this urge. How many people do you know who sit and reflect on positive thinking and meaning of it ?

7.2.1 Ways to apply Positive Thinking :

Changing everything you've learned in a life is not easy, imposing a positive thinking starting today thinking that that this will attract positive things in your life is not that simple. To change these negative patterns try these exercises and practices.

1. **Use positive words when talking :** If you constantly say "I cannot" you could convince yourself that it's true. Replace negative words with positive ones. Tell yourself that you do everything possible to have a happy relationship, tell yourself that you do everything possible to have a brilliant career, tell yourself that you do everything possible to keep you in shape.

2. **Remove all the feelings that are not positive :** Do not let negative thoughts and feelings conquer when you have a bad mood. Even if for a few hours a day, remove negativity and focus on the positive things in your life.

3. **Use words that evoke strength and success :** Fill your thoughts with words that make you feel strong, happy, having control over your life. Make an effort to focus on these words rather than the ones that suggest failure or incompetence.

4. **Practice positive affirmations :** One of the most common exercises for a positive thinking is positive affirmation. What does that mean ? Start repeating a positive phrase like "I deserve to be happy" or "I deserve to be loved." Believing that these statements are true and repeating them always will impose a more positive opinion about your life.

5. **Redirect your thoughts :** This method used by psychotherapists helps you control your thoughts when you start to feel negative emotions like depression or anxiety. How can you do that ? When you feel a emotion taking hold on you start generating a happy mind, a positive image, something that makes you feel better to keep your negative feelings under control.

6. **Start thinking you will succeed :** Nothing compares with self confidence that creates a successful reality. Put your doubts aside and believe that you will succeed in meeting the objectives.

7. **Analyze what went wrong :** Positive thinking is not about denying that nothing can go wrong. Instead take the time to see what went wrong and what led to the current situation in order to avoid future mistakes and look forward more positive.

8. **Forgive yourself :** Always arguing for things that went wrong will not change anything. Tell yourself you are forgiven and allow you to move on.

9. **Think of a failure as an opportunity :** Sometimes the most negative things in our lives give us opportunities that we may not have seen otherwise. For example losing your job can be a good opportunity to open your own business or go back to school.

10. **Working at your imagination / visualization :** Visualizing what you want to achieve or the person you want to be can be a great motivation to take you there and make you think more positively about the distance that you have until the destination.

"What you live today is the result of your yesterday's thoughts, and what you will live tomorrow is the result of your today's thoughts".

7.3 Working of the 'Power of Positive Thinking' :

The following two stories illustrate how the power of positive thinking works.

7.3.1 Richard's Story :

Richard applied for a new job, but he didn't believe he will get it, since his self–esteem was low, and he considered himself as a failure and unworthy of success.

He had a negative attitude toward himself, and therefore, believed that the other applicants were better and more qualified than him.

Richard's mind was occupied with negative thoughts and fears concerning the job, for the whole week preceding the job interview. He actually, anticipated failure. On the day of the interview, he got up late, and to his horror he discovered that the shirt he planned to wear was dirty, and the other one needed ironing. As it was already too late, he went out wearing a wrinkled shirt and without eating breakfast.

During the interview, Richard was tense, negative, hungry and worried about his shirt. All this, distracted his mind and made it difficult for him to focus on the interview. His overall behavior made a bad impression, and consequently, he materialized his fear and did not get the job.

7.3.2 Jim's Story :

The second story is about Jim, who applied for the same job too, but approached the matter in a different way. He was sure and confident that he was going to get the job and had a good measure of self–esteem.

During the week preceding the interview, Jim often visualized himself making a good impression and getting the job. He also and repeated affirmations to that effect.

In the evening before the interview, he prepared the clothes he was going to wear, and went to sleep a little earlier. On day of the interview, he woke up earlier than usual, and had ample time to eat breakfast, and then to arrive to the interview before the scheduled time.

Jim made a good impression and got the job.

What do we learn from these two stories ?

Was there any magic used ? No, everything happened in a natural way. The difference was in attitude, behavior and approach.

7.4 Positive Thinking and Health Benefits :

In recent years, the so–called "power of positive thinking" has gained a great deal of attention thanks to self–help books such as *The Secret*. While these pop–psychology books often tout positive thinking as a sort of psychological panacea, empirical research has found that there are many very real health benefits linked to positive thinking and optimistic attitudes.

According to the Johns Hopkins Medicine, positive thinking is linked to a wide range of health benefits including :

- Longer life span
- Less stress
- Lower rates of depression
- Increased resistance to the common cold
- Better stress management and coping skills
- Lower risk of cardiovascular disease–related death
- Increased physical well–being
- Better psychological health

One study of 1,558 older adults found that positive thinking could also reduce frailty during old age.

Clearly, there are many benefits of positive thinking, but why exactly does positive thinking have such a strong impact on physical and mental health.

One theory is that people who think positively tend to be less affected by stress. Another possibility is that people who think positively tend to live healthier lives in general; they may exercise more, follow a more nutritious diet and avoid unhealthy behaviors.

7.4.1 Different from Positive Psychology :

While the terms "positive thinking" and "positive psychology" are sometimes used interchangeably, it is important to understand that they are not the same thing.

First, positive thinking is about looking at things from a positive point of view. Positive psychology certainly tends to focus on optimism, but it also notes that while there are many benefits to thinking positively, there are actually times when more realistic thinking is more advantageous.

For example, in some situations, negative thinking can actually lead to more accurate decisions and outcomes. Researchers have also found that in some cases, optimistic thinking can improve physical health.

Even if you are not a natural–born optimist, there are things you can do to learn how to think positive and become a positive thinker. One of the first steps is to focus on your own inner monologue and to pay attention to your self–talk.

7.4.2 The five elements of happiness :

Positive psychology says there are five key elements necessary to a happy, satisfied life. We need them all, and the more we have of each the happier we will be. The less we have, the less satisfied we are, and if we're missing any element completely then we will most likely be unhappy. These five elements are :

• Positive emotions of all varieties. Not just happiness, but excitement. Pride. Satisfaction. Any and every positive feeling is beneficial.

• Engagement with what we are doing and our surroundings. Too often we cruise through life on auto pilot, and the more truly engaged we are, the more likely we are to be satisfied and content.

• Positive relationships–and not just of the romantic variety. Relationships of all kinds contribute to our happiness levels : relationships with parents, children, friends, co–workers. The more positive relationships in our lives, the more happiness we obtain.

• Meaning. When we don't feel like our lives have meaning, we are unlikely to be truly happy. The more meaningful we feel our existence is, the greater our happiness and the more positive the other areas of our lives.

• Accomplishments. Like meaning, we need to feel like we are accomplishing something. We need goals to work toward. Even if we don't achieve them, the act of striving toward them helps give our lives meaning. Manifesting happiness in your life.

7.4.3 How to cultivate positive elements ?

• Look for the silver lining, and avoid negative situations when possible

• Practice mindfulness. Be present and engaged in whatever you are doing

• Cut out negative relationships and focus on the positive ones instead.

• Set goals with a purpose, and do your best to achieve them. And if you fall short, don't beat yourself up–cheer yourself on for having tried.

The five elements of happiness are interconnected, and each tends to spill over into the others. When you improve one area, it automatically affects the others till eventually happiness spills over and nourishes your whole life.

7.5 Six Important Aspects to Positive Thinking :

If you haven't read "The Power of Positive Thinking" by Norman Vincent Peale, you should go pick up a copy and get started on it today. This article is based solely on the first chapter, and if you ask me, gaining this much insight on life from one chapter of a book is pretty damn great.

I love reading, but ever since the first quarter of college started, all the assigned textbook readings left me with no time to read the books that I actually want to read. So as I sat at my desk, studying for finals, I found myself slowly gaining more and more stress. I looked over to the six books I brought to college with me that have been sitting on my desk since move–in day. *The Power of Positive Thinking* by Norman Vincent Peale seemed to be just what I needed in that moment. So I picked it up and decided to take a break from my studying and read the first chapter. Amazingly, the first chapter made a HUGE difference in my attitude already. And here are some things that I got from it :

1. **One with sound self–confidence is one who has the ability to succeed :** I'm sure you all have heard the term, 'confidence is key'. Well it's true ! Peale states in his book, "self–confidence leads to self–realization and successful achievement."

2. **Conquering the inferiority complex requires you to overflow your mind with faith :** Peale says, "Develop a tremendous faith in God and that will give you a humble yet soundly realistic faith in yourself."

3. **Don't try to get through big problems with ordinary prayers :** When big problems arise, you are obligated to pray deep prayers. Peale reminds us that, "the bigger your problem, the bigger your prayer should be."

4. **You are always less defeated than you think you are :** The reason why we have feelings of defeat is because we have fear of defeat occupying our minds out of habit. We need to get rid of this habit and fill our minds with positive thinking. For Peale says, "Practice confidence and faith and your fears and insecurities will soon have no power over you."

5. **There is one simple belief that is extremely powerful in helping you attain solid self–confidence :** Peale declares the simple teaching, "Almighty God will be you companion, will stand by you, help you, and see you through." Believe in this, and it will work wonders for you.

6. **Saying these simple words from the Bible can work wonders : "I can do all things through Christ which strengthens me" :** Say this before you get out of bed in the morning. Say it before a huge exam. Say it before you confront someone about your feelings. Say this several times throughout your day, and always remember that Christ will not fail you, instead he will give you the strength you need.

7.5.1 Positive thinking : Stop negative self–talk to reduce stress :

Positive thinking helps with stress management and can even improve your health. Practice overcoming negative self–talk with examples provided.

Is your glass half–empty or half–full ? How you answer this age–old question about positive thinking may reflect your outlook on life, your attitude toward yourself, and whether you're optimistic or pessimistic – and it may even affect your health.

Indeed, some studies show that personality traits such as optimism and pessimism can affect many areas of your health and well–being. The positive thinking that usually comes with optimism is a key part of effective stress management. And effective stress management is associated with many health benefits. If you tend to be pessimistic, don't despair – you can learn positive thinking skills.

7.5.2 Understanding positive thinking and self–talk :

Positive thinking doesn't mean that you keep your head in the sand and ignore life's less pleasant situations. Positive thinking just means that you approach unpleasantness in a more positive and productive way. You think the best is going to happen, not the worst.

Positive thinking often starts with self–talk. Self–talk is the endless stream of unspoken thoughts that run through your head. These automatic thoughts can be positive or negative. Some of your self–talk comes from logic and reason. Other self–talk may arise from misconceptions that you create because of lack of information.

If the thoughts that run through your head are mostly negative, your outlook on life is more likely pessimistic. If your thoughts are mostly positive, you're likely an optimist – someone who practices positive thinking.

7.6 Identifying Negative Thinking :

If you are not sure your self–talk is positive or negative ? Some common forms of negative self–talk include :

- **Filtering :** You magnify the negative aspects of a situation and filter out all of the positive ones. For example, you had a great day at work. You completed your tasks ahead of time and were complimented for doing a speedy and thorough job. That evening, you focus only on your plan to do even more tasks and forget about the compliments you received.

- **Personalizing :** When something bad occurs, you automatically blame yourself. For example, you hear that an evening out with friends is canceled, and you assume that the change in plans is because no one wanted to be around you.

- **Catastrophe :** You automatically anticipate the worst. The drive–through coffee shop gets your order wrong and you automatically think that the rest of your day will be a disaster.

- **Polarizing :** You see things only as either good or bad. There is no middle ground. You feel that you have to be perfect or you're a total failure.

7.6.1 Focusing on positive thinking :

You can learn to turn negative thinking into positive thinking. The process is simple, but it does take time and practice – you're creating a new habit, after all. Here are some ways to think and behave in a more positive and optimistic way :

- **Identify areas to change :** If you want to become more optimistic and engage in more positive thinking, first identify areas of your life that you usually think negatively about, whether it's work, your daily commute or a relationship. You can start small by focusing on one area to approach in a more positive way.

- **Check yourself :** Periodically during the day, stop and evaluate what you're thinking. If you find that your thoughts are mainly negative, try to find a way to put a positive spin on them.

- **Be open to humor :** Give yourself permission to smile or laugh, especially during difficult times. Seek humor in everyday happenings. When you can laugh at life, you feel less stressed.

- **Follow a healthy lifestyle :** Aim to exercise for about 30 minutes on most days of the week. You can also break it up into 10–minute chunks of time during the day. Exercise can positively affect mood and reduce stress. Follow a healthy diet to fuel your mind and body. And learn techniques to manage stress.

- **Surround yourself with positive people :** Make sure those in your life are positive, supportive people you can depend on to give helpful advice and feedback. Negative people may increase your stress level and make you doubt your ability to manage stress in healthy ways.

- **Practice positive self–talk :** Start by following one simple rule : Don't say anything to yourself that you wouldn't say to anyone else. Be gentle and encouraging with yourself. If a negative thought enters your mind, evaluate it rationally and respond with affirmations of what is good about you. Think about things you're thankful for in your life.

7.6.2 Removing Negative thought and putting positive thinking into practice :

❖ **Negative self–talk :**

I don't have the resources.

I'm too lazy to get this done.

I wasn't able to fit it into my schedule, but I can re–examine some priorities.

There's no way it will work.

❖ **Positive thinking :**

I've never done it before.

It's an opportunity to learn something new.

It's too complicated but necessecity is the mother of invention.

I'll tackle it from a different angle.

7.7 Check Your Progress :

- **Choose the Correct Answer :**

1. Power of positivity helps you in creating and transforming energy into _____.

   (a) Desirability   (b) Reality   (c) Hypocrisy   (d) Hyper activity

2. Researchers have found that in some cases, optimistic thinking can improve _____.

   (a) physical health   (b) mental health

   (c) psychic health   (d) none of the above

3. In Richard's and Jim's story above, the basic difference is in attitude, behavior and

   (a) Ability   (b) nature   (c) approach   (d) thought process

4.   Aim to exercise for about ―――――― on most days of the week.

(a) 20 minutes   (b) 40 minutes   (c) 10 minutes   (d) 30 minutes

5.   One of the common form of negative self–talk include :

(a) Demoralizing (b) Assertion   (c) Authentication (d) Catastrophe

7.8 Let Us Sum Up :

If you tend to have a negative outlook, don't expect to become an optimist overnight. But with practice, eventually your self–talk will contain less self–criticism and more self–acceptance. You may also become less critical of the world around you

If you tend to have a negative outlook, don't expect to become an optimist overnight. But with practice, eventually your self–talk will contain less self–criticism and more self–acceptance. You may also become less critical of the world around you.

When your state of mind is generally optimistic, you're better able to handle everyday stress in a more constructive way. That ability may contribute to the widely observed health benefits of positive thinking.

7.9 Answer Key : Check Your Progress :

1. (b)   2. (a)   3. (c)   4. (d)   5. (d)

7.10 Glossary :

1.   Catastrophe – any large and disastrous event of great significance.

2.   Polarizing – causing a group to be divided into extremes.

3.   Frailty – infirmity, weakness.

4.   Panacea – something that will solve all problems, a remedy believed to cure all diseases, a cure–all.

5.   Keenness – eagerness, enthusiasm.

7.11 Assignment :

1.   Describe the working of Power of Positive Thinking.

2.   What is positive thinking ? Explain the different ways of applying Positive thinking in life.

3.   Briefly explain the Five Elements of Happiness.

4.   Describe the Six Important Aspects to Positive Thinking.

7.12 Activities :

One morning when you get up, think about at least 2 incidences when you have been negative in your outlook for someone or something. Then Pen down the reasons for the negativity. Then think again the other dimension of the same person or thing. Can you rework in terms of thinking positively ? Yes you can. Again pen down the positive thought for it. Give message to your mind. The power of positive thinking will enable you to be positive.

7.13 Case Study :

Failing in Task that you have well prepared :

So many people are negatively influenced by this problem. They prepare well for a certain task in their life, such as an important exam, but when the time comes to give the right answers, it becomes clear that you have prepared for the wrong questions. You simply had different expectations of the situation. The outcome is a failure or a poorly handled problem. Despite many reasons that may have influenced this outcome, people tend to put pressure on them and get depressed about it. In this context there are usually two different types of situations :

i.   Either you have not prepared for something; therefore the failure has occurred, or

ii.   You have prepared, and still failed because the outcome was totally unexpected. So why feel down ? You know you have prepared well and what else could you have done ?

Never feel bad about situations that could not have gone any better, especially when it comes to studies. You are going to study your whole life, even when your official studies are over. Always do your best, but never punish yourself for things that are outside your control.

a.   What exactly is the crux of the case study ?

b.   How much do you relate with the failures in the life as mentioned in the case study ? Do you agree any failure is not final ? Why ?

7.14 Further Readings :

1.   Self Talk : How to train your brain to turn negative thinking into positive thinking

Author : Aston Sanderson & Randal Schaffer

Publication : Walnut Publishing (P) 2017

2.   Power of Positive Thinking

Author : Norman Vincent Peale

Publication : Prentice Hall

3.   Positive thinking (Hindi)

Author : Napoleon Hill & Michael J Ritt

Publication : Brilliance audio

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Unit

08

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PROFESSIONALISM
(DRESSING AND GROOMING)

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UNIT STRUCTURE

8.0 Learning Objectives :

i.   The unit focuses on the true meaning of the word Professionalism.

ii.   It will render the importance of professionalism in the business world

iii.   It will enable to understand the importance of dressing and grooming in terms of individual self presentation

8.1 Introduction :

The chapter has explained the concept of Professionalism in depth. The word professionalism is all about behaving formally and rationally with proper attitude, behavior and henceforth. Its not only about innate thing but external appearance is also equally important. All these things are exceptionally discussed in the chapter. It has covered the importance of dressing sense and grooming for neat and tidy appearance in professional world. It has also explained that how much importance does the professionalism holds in the formal culture.

8.2 Professionalism (Dressing and Grooming) : An explanation

Professionalism is a soft skill that will set you up for success in any field. Some key skills that demonstrate your professionalism are self–motivation, work ethic, Dressing formally, appropriate grooming sense and resilience. Employees who are very professional are continuously working to improve themselves and their job performance.

Professionalism encompasses a worker's behavior, appearance (Dressing and Grooming), and workplace ethics. Employees who have high standards of professionalism are frequently perceived as being more credible and reliable than their co–workers. As a result, professional employees are frequently regarded as their company's leaders.

A professional work place attitude and appearance allow employees to take pride in their work and improve worker's performance. Managers who behave professionally set an appropriate example by encouraging their people to conduct themselves in a manner that supports company–wide success.

8.2.1 Defining Professionalism in Layman Term :

It means communicating effectively and appropriately and always finding a way to be productive. Employers want new workers to be responsible, ethical, and team oriented, and to possess strong communication, interpersonal, and problem solving skills. Wrap these skills up all together and you've got professionalism.

8.2.2 Defining Professionalism at Work Place :

Professionalism is the conduct, behavior, attitude and way one carries him/ her at workplace or in business environment. **Professionalism** leads to **workplace** success, a strong **professional** reputation and a high level of work ethic and excellence.

8.3 The Importance of Professionalism in Business :

Professional workplace behavior is necessary for the long–term success of a business, whether it's a big corporation or small business. Employee interactions and relationships with customers are of vital importance to ensure that company goals and objectives are met. A professional work place attitude and appearance allow employees to take pride in their work and improve worker performance. Managers who behave professionally set an appropriate example by encouraging their people to conduct themselves in a manner that supports company–wide success.

1. **Establishes Appropriate Boundaries :** Professionalism in the work place establishes boundaries between what is considered appropriate office behavior and what is not. While most managers support an enjoyable and vibrant work environment, limits must be put in place to avoid conflicts and misunderstandings. Workers who conduct themselves professionally steer clear of crossing the line with their conversations and other interactions with co–workers, superiors and clients.

2. **Encourages Personal Improvement :** A business environment in which employees dress and operate professionally is more conducive for success. For example, professional dress codes are understood to support career development and personal growth in the work place. That's because

workers who dress and act professionally feel better about them and are encouraged to perform better for their clients.

3.   **Promote and Maintain Accountability :** Companies that interact directly with clients are obligated to provide the best services possible and present their company in the best possible light. Professionalism counts when providing written information to clients. Professionally written company reports, business plans or other correspondence help businesses remain accountable with their level of service. The impression given in the paperwork submitted is important in enforcing the right impression about your business.

4.   **Establishes Respect for Authority, and Yourself :** Professionalism in business establishes respect for authority figures, clients and co–workers. Maintaining a professional demeanor limits gossip and inappropriate personal conversations that could be considered disrespectful. Keeping a professional attitude with clients who behave inappropriately demonstrates the level of respect an employee has for the customer and the business partnership.

5.   **Boosts Respect and Minimizes Conflict :** Conflicts are less likely to arise in a professional business environment. Workers who respect each others' boundaries and conduct themselves professionally rarely have disagreements that cannot be resolved efficiently. Professionalism in business also benefits diverse environments in which business people and their clients have several different perspectives and opinions. Professional behavior helps business people avoid offending members of different cultures or backgrounds.

8.4 Corporate Dressing and Personal Grooming :

Corporate dressing refers to sensible dressing at work place which helps an individual to make a mark of his/her own in the first meeting itself. Corporate dressing teaches an individual to dress according to the organization culture. Do not wear something which will make you feel odd one out at the workplace. Dressing sensibly makes you feel confident throughout the day. Believe me; you do not feel like working if you wear a wrinkled shirt or ill–fitting pants to work. No one knows you better than you yourself. It is not necessary that something which looks good on your colleague would also look good on you. Don't purchase anything just because it is in fashion. Please use your common sense. If a dress is not looking good on you at the showroom, it will look the same even at home. Dress according to your body type, weight and complexion. Remember, appearances are extremely important.

a.   **Corporate dressing plays a crucial role in enhancing one's personality :** An individual with a pleasing personality is respected and appreciated by all. He can easily charm anyone and win people over.

b.   **You need to feel good about the way you look :** Make sure your clothes fit you well. You need to feel comfortable in your dress. Too tight and revealing clothes make you popular at the workplace for all wrong reasons. Nobody bothers to notice you, if you are not sensibly dressed. Formal dressing, if done correctly helps you create the first impression. Remember, you seldom get a second chance.

Personal grooming and corporate dressing actually go hand in hand. **Donning an expensive business suit will not help, if you are not neat and clean.** Here comes the importance of personal grooming. Personal grooming is defined as the art of cleaning and maintaining one's body parts. Personal grooming is essential for everyone irrespective of the gender and nature of profession. Personal hygiene, if neglected can ruin your personality. Would you feel like speaking to someone who has bad breath or someone who has sweat stains all over his shirt ? I am sure the answer would be a big NO. The same goes with others as well. Flaunt your clean, simple yet elegant look.

8.4.1 Male professionals need to :

* Shave Daily/Trim moustache or beard

* Comb hair properly

* Wear crisp, wrinkle free shirts preferably in subtle colors and well fit trousers in blacks, blues or grays.

* Wear a mild perfume

* Trim his nails

8.4.2 Female professionals need to :

* Tie hair in a neat ponytail or bun.

* Wear flats to work.

* Wear minimal make up

* Get rid of facial hair or hair in any other body part(hands, legs, area around the lip)

* Smell good

* Clean the hands, feet and take care of finger as well as toe nails. Preferably use transparent nail paint.

Avoid wearing loud colors to work. Casuals, chunky jewellery, stacks of bangles, multiple chains /bracelets are strict no at workplaces. Corporate dressing along with personal grooming help you create a presence that exudes professionalism, leadership, confidence and elegance.

8.5 Corporate Dressing for Success at Workplace :

Every organization expects its employees to be well groomed and presentable. Employees need to understand that sensible dressing goes a long way in building their professional image. As an employee, you are also representing your organization. One needs to be formally dressed to make a powerful first impression at the workplace. First impressions are indeed extremely crucial. If you do not dress well, getting hired by a reputed organization could be a challenge. Even if you get selected, you would find difficulties in winning respect and appreciation of others. Credentials are essential but appearances count as well. Trust me; it would be difficult for you to impress a client if you are not formally dressed.

a. **Corporate dressing helps you climb the ladder of success in the shortest possible time frame.** People around you will speak high of you even if you are not around. Employees are the lifeline of every organization. They are the ones who either make or break an organization. Even the best of machinery would not help, if the employees do not strive hard to deliver

their level best. The moment employees start treating their work as a mere source of burden, their performance drops down drastically, eventually affecting the productivity of organization. One does not feel like working if he/she is not smartly dressed.

b. **Corporate dressing makes you feel confident and fresh throughout the day.** The moment you put on your formal clothes, you tend to be alert and attentive at work. Corporate Dressing inculcates a sense of pride and team spirit among employees, one of the most essential factors which decide the growth chart of an individual.

An employee who does not adhere to the dress code of his/her organization often gets ignored by his fellow workers and senior management. He/she is often not invited for important business meetings, presentations, seminars or conferences. Jeans, T–shirts, sneakers, heavy jewellery are not at all accepted at workplaces. Don't be surprised if you are denied entry to office because you are wearing a T shirt on a Monday. Every organization has a dress code and it is your moral responsibility to follow the same. If you do not dress according to your work culture, it simply shows your irresponsible and careless attitude.

c. **Corporate dressing helps you get noticed and stand apart from the rest.** It is essential for employees to make a mark of his/her own at the workplace. You need to create your own unique style to survive the fierce competition. Why would your boss pick you for an important business deal if there is no difference between you and your team member ? Dressing formally gives you that extra edge over your fellow workers at the workplace. If you are not sensible towards your dressing, believe me you will remain a team member throughout your life. It may sound bitter, but it is actually true. As a manager, you need to be a source of inspiration for others. What do you think your team members would wear if you yourself attend office in Jeans and T shirts ? Do you expect them to wear formals ? Ask yourself.

d. **Corporate dressing makes you a role model for others in organization.** You sort of become their fashion icon. Employees who dress well are not only appreciated by their internal staff but also by clients and external parties. Do not wear just anything and come to work. Do not give an impression that someone has forcefully sent you to work. Corporate dressing goes a long way in developing a pleasing personality– a must in organizations.

Corporate dressing helps you earn brownie points at workplace and pushes you to the top slot in a short span of time.

8.6 Personal Grooming :

Personal grooming plays an essential role in enhancing one's personality. Remember, a lot depends on your first impression. Grooming and hygiene help you make a mark of your own in the first meeting itself. Many men wrongly think that personal grooming is for females only. Every individual irrespective of gender should look clean, fresh and hygienic.

8.6.1 Personal grooming tips for men :

Follow a strict skin care regime. Men generally tend to ignore their skin. Believe me, there are men who think that taking care of skin is a girl thing, but

they are sadly mistaken. One needs to take care of his skin to keep it glowing and healthy. Wash your face with a good soap or face wash depending on your skin type. Pat dry your face rather than rubbing it with a hard towel. **Do not use hard soaps on your face.** Pick up a good body wash. Apply a soothing moisturizer to keep it soft, supple and nourished. Avoid excessive smoking as it takes away the glow from your face and makes it look dull. There is no harm in applying a good sunscreen lotion especially those who have to spend maximum part of the day in sun. Use a lip balm to avoid chapped lips.

Use a good quality razor when it comes to shaving. Cheap and local blades can give rise to unwanted cuts on your face. Pick a good aftershave lotion to retain the moisture in your skin after every shave. Nose hair looks disgusting and must be trimmed regularly. Clean hair on your earlobes for a neat look. Trim your moustaches daily. Do not go to work with a beard. Shave regularly for a clean look.

Get an appropriate hair–cut done according to the shape of your face. Keep your hair detangled by combing it regularly. Purchase a good shampoo and conditioner according to your hair type. If you are in doubt, consult your salon professionals.

Keep your hands clean. Cut your nails short and keep it dirt free. Make sure to wash your hands after every meal. Do not wear unnecessary rings, bracelets, multiple chains or earrings. They look completely unprofessional.

Wear a mild perfume. Do not apply a strong deodorant.

Brush your teeth regularly. Food stuck in between teeth looks unappealing. Visit your dentist on regular intervals.

Take care of the fit of your shirt and trouser. Make sure your shirt is clean and wrinkle free. Slim fit trousers look best at workplaces. Do not simply pull out clothes from your wardrobe and wear them. Clothes ought to be ironed properly.

Drink at least two liters of water daily to maintain the glow on your face.

Exercising regularly keeps you fit and also enhances your self confidence. Develop a habit of getting up early in the morning and going for a walk. Believe me; it will keep you fresh throughout the day. **Maintain an active lifestyle.**

Do not blindly copy others. Create a style of your own for others to follow you. Be a role model for others.

Shoes must be polished. Wear leather belts which go with the color of your trouser.

8.6.2 Personal Grooming Tips for women :

Personal grooming refers to an art which helps individuals to be clean. And maintain personal hygiene as well. Personal grooming helps in enhancing an individual's self esteem and also goes a long way in developing an attractive personality. Personal grooming does not mean applying loads of makeup and wearing expensive clothes. It refers to cleaning and maintaining each and every body part for a pleasing appearance. No one likes to talk to someone who is dirty and does not take care of personal hygiene and grooming.

Do not keep long hair if you can't maintain it. Remember your hairstyle must suit the shape of your face. It is essential to wash your hair at least thrice

a week (especially if you are working) with a good shampoo and a mild conditioner. Excessive shampooing can also sometimes damage your hair. Do not forget to apply hair oil to provide the required nourishment to your hair. Comb your hair with a good hair brush which does not break your hair. Never scratch your head in public. If you have medium to long hair, tie it properly in a neat bun or a high pony tail.

Nothing looks better than a glowing and healthy skin. Merely applying layers of makeup will not make you look beautiful unless you are healthy from within. Drink lots of water and do take care of your diet for a flawless skin. Intake of fruits and green vegetables will restore the glow on your face. Sleep well. Wash your face at regular intervals and make sure you do not sleep with your makeup on. Do not apply just any cream on your face. Go for a trusted brand and something which you have used before. Never step out in the sun without applying a good sunscreen with SPF of minimum 25. (This is Ideal for Indian skin). Choose the right moisturizer to avoid chapped skin in winters. Do not forget that all cosmetics come with an expiry date. Replace your cosmetics within seven to eight months of purchase. It is always advisable to go for a patch test before trying a new product.

Females should regularly remove hair around their lips. Eyebrows should be shaped whenever required. You can also use a good bleach to lighten your facial hair. Excessive bleaching leaves your hair hard and dry. Be very careful ! Unwanted hair on your hands, legs, underarms or any other body part should be regularly removed as they make a women look un–presentable.

Hands should be clean and nails properly trimmed and manicured. Many women tend to ignore their feet and toe nails. Give yourself a pedicure once in fifteen days to keep your feet healthy and clean. Apply a good foot cream to get rid of cracks. Do not apply gaudy nail paints. Coat your nails with a transparent nail shiner. Dirty fingernails not only look disgusting but are harmful for your health as well.

Who says you have to apply layers of make–up to look good ? You can make heads turn even with minimal make up. Never apply cakey makeup. Applying excessive foundation will not give you a white complexion but make you look like a clown. Do not overdo colors on lips or eyes. Red patches on face look undesirable. Go for a simple look.

Dress sensibly. Make sure your clothes are clean and properly ironed. There should be no visible sweat stains on your dress. Remember, a female must always smell good. Apply a mild deodorant or talc. Look fresh.

Flash your smile quite often. Visit your dentist once in six months. Make it a habit to brush your teeth twice a day for that beautiful smile.

8.6.3 Business Dressing Etiquette (in general) :

It is rightly said that "a man is known by his dress and address". Donning the right business attire will not only help you make a mark of your own but also climb the success ladder in the shortest possible time span. Do not just pull out anything from your wardrobe and wear it to work. Remember you can't wear your party outfit to work just because it is expensive and looks good on you. It is not necessary that a shirt which looked good on you five years ago will still look good on you. Know what you are wearing. Do not step out of your home unless you see yourself in a full length mirror.

Do not wear loud colors to work. Blue, Charcoal grey, White, Black, Khaki are essentially some colors which every business wardrobe should have. Colors based on a neutral color palette look good at the workplace.

Never wear gaudy accessories to work. Avoid wearing big earrings and too many bangles at workplace. The clattering sound of your bangles every time you hit the keyboard will not only disturb you but also others sitting around you. Do not blindly follow others. You need to create a style of your own. Keep your dressing simple yet elegant.

Make sure your clothes are clean and ironed properly. Remember, an individual to a large extent is judged by his clothes. Make sure your shoes are polished. You can keep a shoe shiner handy just in case you travel by bus or any other modes of public transport. Carry a black leather briefcase/bag to keep your laptop and other important files and documents.

One needs to smell good at the workplace. Apply a mild perfume.

Be very careful about the fit of your dress. Do not wear something which is too tight or too loose on you. Females ought to avoid body hugging and revealing tops to work. Dresses with a deep neckline are not meant to be worn at offices. Skirts should not be above the knee. Females should prefer wearing flats to work. Avoid being a make–up box. Females with long hair can tie their hair in a neat bun or a high pony tail.

Men should always tuck their shirts into pants to look professional. **Make sure the shirt you are wearing is crisp and clean.** Avoid wearing short sleeve shirts to work. Do not roll up your shirt sleeves and never keep the button which holds your collar open. Do not wear embroidered belts or belts with a broad buckle to work. Belts are not meant to hold your cell phone holders.

Do not wear a tie just for the sake of it. Remember your tie needs to complement your overall look. The tip of your tie ideally should touch the upper edge of your belt's buckle. Wear socks to work.

Price has nothing to do with "smart dressing". No one will ask you to show the label. Make sure whatever you are wearing goes with your personality and look good on you. You need to be comfortable in your office attire.

Last but not the least; do not forget to flash your trillion dollar smile. No dress would look good on you if you look sad and gloomy.

8.7 Check Your Progress :

•   **Choose the Correct Answer :**

1.   Male Professional needs to

   (a) Talk loudly   (b) Shave daily

   (c) Learn to Sing   (d) Impress everyone

2.   Corporate Dressing helps you climb _____ of success in the shortest possible time frame

   (a) Vehicle   (b) Cycle

   (c) Ladder   (d) None of the above

3.   Hands should be clean and nails properly trimmed and _____.

   (a) Pedicure   (b) Manicured   (c) Cut   (d) Tidied

4. It is rightly said that," a man is known by his _____ "

   (a) Head and heart   (b) Bold and smart

   (c) Rough and tough   (d) Dress and address

5. Price has nothing to do with _____.

   (a) Smart Dressing   (b) Lousy dressing

   (c) Casual dressing   (d) Handy dressing

8.8 Let Us Sum Up :

Soft skills are a combination of people skills, social skills, communication skills, character or personality traits, attitudes, external appearance (dressing and grooming). Their ductility helps people to adapt and behave positively so that they can deal effectively with the challenges of their work place. A well dressed/ groomed and well behaved individual partially wins the task. The day an individual is total package, it means, he has learned to be presentable to be successful at work place.

8.9 Answer Key : Check Your Progress :

   1. (b)   2. (c)   3. (b)   4. (d)   5. (a)

8.10 Glossary :

1. Professionalism – the status, character or standards expected of a professional, reputation know by name

2. Layman – someone who is not a professional in a given field, a common person, a person untrained or lacks knowledge of a subject

3. Ductility – capability of being pulled or stretched, molded easily

4. Gloomy – sad, melancholy, dejected, dusky

5. Wrap – enfold, to enclose, to conceal by enveloping or enfolding

8.11 Assignment :

1. Define Professionalism. Write and explain the importance of Professionalism.

2. What does corporate dressing means ? Write the 'Do's' of Male Professionalism.

3. Discuss the detailed tips for Personal Grooming for men and for women.

8.12 Activities :

Balloon Battle :

The professionals need to be geared up from time to time especially when they feel least motivated.

Energize your professional team while working on their planning and strategy skills with the Balloon Battle team–building activity. Two teams compete to see how many times they can get a balloon to touch their opponent's wall while they remain stationary in this game. Use this activity, when the group energy is low, individuals are facing a project which requires strategy and planning skills or when potential roadblocks may impede original project plans. All you need is your group and four inflated balloons.

8.13 Case Study :

You have been asked to head a small working group within your organization. When your group was assembled, you were pleased to see that a colleague named Ron had been assigned to your group. Ron is reputed to be a very bright and creative fellow who was part of another highly successful group in the organization. However, Ron has been arriving late to group meetings and recently showed up halfway through the meeting and was clearly unprepared.

You overheard two members of the group discussing Ron's behavior. One group member, Marsha, was wondering why Ron had not been removed from the group yet; the other team member, Bill, speculated that Ron has been having some problems at home and suggested that everyone should cut him some slack.

Next week your group is expected to complete an important project so that the results can be passed along to other members of the organization. Each team member is responsible for a different part of the project, and Ron is responsible for the two most important parts. Your group is scheduled to meet tomorrow to do any last minute coordination that may be required. Based on that timetable, you gave the head of your Association your personal guarantee that the project would be done by Monday.

Ron calls you today and says he doesn't have his sections finished and probably won't be able to finish them before the meeting. He says he just needs more time.

a.   What would you say to Ron ?

b.   How would you respond to Ron to address this situation ?

8.14 Further Readings :

1.   Personality Development and Soft Skills

Author : BarunK Mitra

Publication : Oxford University Press

2.   English Communication Skills and Professionalism

Author : AbhishekChandel

Publication : Enhances Research Publication

BLOCK SUMMARY :

The block has incorporated the varied concepts of the self introspection, self confidence, positive thinking and professionalism. These elements have become very essential in the recent time where the professionalism has taken a lead. The entire block has centered on all the professional requirements at the work place to become successful. On one hand it has emphasized on the importance of introspection and on the other hand it has given tips to provide impetus to the self confidence. I has further incorporated the aspect of positive thinking. Positive thinking always boosts the individuals on the inner front and a positive individual always looks the better side of the negativity. This makes a person more successful. It has also included the professionalism concept that governs the individuals towards personal grooming and formal dressing. In short the entire block is a manifestation of making an individual a complete person from all dimensions to become successful.

BLOCK ASSIGNMENT :

1. What is Introspection ? Write the benefits of introspection.

2. Explain the concept of Self Awareness.

3. Discuss the Significance of Self Awareness

4. Write a detailed note on Self Confidence and Will Power.

5. How to identify negative thinking and focus on positive thinking ?

6. How is positive thinking different from positive psychology ?

7. "Corporate dressing helps you earn brownie points at Work place" – Explain.

8. Elaborate upon the Business dressing etiquettes at length.

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Personality Development

BLOCK 3 : SOFT SKILLS

SOFT SKILLS

Block Introduction :

The important aspect of any Personality is the way an individual behaves, casts an impression on the others. The block therefore adds further the important aspects of Soft Skills like basic introduction to soft skills, interpersonal skills, communication skills at work and Groups and Teams. The skill of dealing with the people and getting along with others formally or informally is very important in the recent time. Work place is the place where it has become very essential to tactfully deal with the subordinates, seniors and juniors. The recent trend also talks about the task allocation in groups and teams.

These all elements are included in the block.

Block Objectives :

1. The objective of the block is to introduce Soft Skills as most needed skill in present time.

2. It will acquaint the students with the interpersonal skills to get along with the people.

3. It will incorporate the facets of Communication skills at the work place and how successfully one can co ordinate and co operate in groups and teams.

Block Structure :

UNIT 9 : An Introduction to Soft Skills

UNIT 10 : Interpersonal Skills

UNIT 11 : Communication Skills at Work

UNIT 12 : Groups & Teams

Unit 09: AN INTRODUCTION TO SOFT SKILLS

UNIT STRUCTURE

9.0 Learning Objectives :

i.   The unit will enable the students to understand the concept of Soft Skills

ii.   It will help them to differentiate between hard and soft skills and also understand the need for soft skills in the present time.

iii.   It will enable the students to learn the ways of getting trained for future jobs.

9.1 Introduction :

The chapter is based on the concept and meaning of soft skills as well as it is inclusive of various Perspectives of it. It has focused on difference between hard and soft skills, its need in the present time. It has also put forward the different suggestive ways to be trained as thorough professional to avail good jobs in the future.

9.2 Soft Skills : An Over View :

According to researchers conducted in Harvard and Stanford Universities only 15% of your career success is provided by your hard skills, whilst other 85% by so called soft skills. Soft skills get little respect but will make or break your career. "Soft Skills" correlates with some terms of a very close meaning : "Life Skills", "Emotional Intelligence Quotients", "Social Skills", and "Interpersonal Skills". The present time has lot of relevance for soft skills because it can enable and individual to become successful at the work place. The soft skills can win over the people and can facilitate the conduction of any difficult task with any difficult person to deal with. Soft Skills seeks to motivate students by helping them to be more effective, independent and confident self–directed learners by improving their capacity to understand what they have learned, how and when they are learning, and to encourage them to monitor, reflect on, evaluate, plan and take responsibility for their own learning. The Main tasks of the Soft Skills are to develop and enhance Critical and reflective thinking, Self–management and self awareness skills, Communication skills, including interpretation and use of feedback, Team working and peer support strategies.

9.2.1 What are soft skills ?

Soft skills focus on who people are, as opposed to what they are trained in. They serve to represent your approach to life and work. Soft skills are interpersonal skills hardwired to an individual's personality, and they characterize how you interact with other people in the workplace.

❖ **Meaning :**

The perception of what is a soft skill differs from context to context. A subject may be considered a soft skill in one particular area, and may be considered a hard skill in another. On top of it the understanding of what should be recognized as a soft skill varies widely. Generally, soft skills may be subdivided into three basic categories :

1. Personal qualities

2. Interpersonal skills

3. Additional skills/knowledge

Essentially, soft skills are the people skills, personality skills, and communication abilities your workforce needs for the long–term success of your organization. After all, almost every job requires employees to engage with others, either inside or outside of your organization, making these skills something not to be overlooked.

9.2.2 Soft Skills Vs Hard Skills :

We've already explained how soft skills are more personality–focused, rather than being based on qualifications or work experience. Soft skills include people skills, social skills, character traits, interpersonal skills, and transferable skills.

Hard skills, on the other hand, are technical skills that are job–specific. The hard skills of your workforce come from education, certifications, training, and work experience. These skills can be taught, are measurable, and have the ability to be tested through exams and practical assignments.

While hard skills are learned and mastered over time, soft skills are often harder to develop and difficult to evaluate and measure. Let's use an example of a course instructor and examine what typical soft and hard skills would be required for this role.

9.2.3 Instructor's hard skills :

- Thorough knowledge of curriculum
- Developing lesson plans
- Developing education strategies
- Grading learner work, exams, and so on
- Using appropriate technology (uploading courses, and so on)

9.2.4 Instructor's soft skills :

- Communication
- Problem–solving
- Critical thinking
- Organization
- Leadership

9.2.5 Soft skills examples :

Hard skills are undoubtedly essential. They're the basic level requirements that your employees must have in order to be able to complete their job functions. But research has shown that soft skills account for 90% of what makes people progress up the success ladder.

Let's take a closer look at some examples of soft skills that are sought after for any workforce :

- Self–motivation
- Teamwork
- Creativity
- Time management
- Organization
- Flexibility
- Conflict resolution
- Positivity
- Communication

9.3 Soft Skills : An Idea :

Soft skills is a term often associated with a person's Emotional Intelligence Quotient, the cluster of personality traits, social graces, communication, language, personal habits, friendliness, managing people, leadership, etc. that characterize relationships with other people. Soft skills, also known as people skills, complement hard skills to enhance an individual's relationships, job performance and career prospects. It's often said that hard skills will get you an interview but you need soft skills to get – and keep – the job. Unlike hard skills, which comprise a person's technical skill set and ability to perform certain functional tasks, soft skills are interpersonal and broadly applicable across job titles and industries.

Many soft skills are tied to individuals' personalities rather than any formal training, and are thus considered more difficult to develop than hard skills. Soft skills are often described in terms of personality traits, such as optimism, integrity and a sense of humor. These skills are also defined by abilities that can be practiced, such as leadership, empathy, communication and sociability. Soft skills could be defined as life skills which are behaviors used appropriately and responsibly in the management of personal affairs. They are a set of human skills acquired via teaching or direct experience that are used to handle problems and questions commonly encountered in daily human life. The subject varies greatly depending on social norms and community expectations. Life skills have been defined by the World Health Organization (WHO) as "abilities for adaptive and positive behavior that enable individuals to deal effectively with the demands and challenges of everyday life". They represent the psycho–social skills that determine valued behavior and include reflective skills such as problem–solving and critical thinking, to personal skills such as self–awareness, and to interpersonal skills. Practicing life skills leads to qualities such as self–esteem, sociability and tolerance, to action competencies to take action and generate change, and to capabilities to have the freedom to decide what to do and who to be. Life Skills–Based Education has a long history of supporting human development. Life skills based education is now recognized as a methodology to address a variety of issues of youth development. Expected learning outcomes include a combination of knowledge, values, attitudes and skills with a particular emphasis on those skills that related to critical thinking and problem solving, self–management and communication and interpersonal skills. Social skills are any skills facilitating interaction and communication with others. Social rules and relations are created, communicated, and changed in verbal and nonverbal ways. The process of learning these skills is called socialization. Interpersonal skills are sometimes also referred to as people skills or communication skills. Interpersonal skills are the skills a person uses to communicate and interact with others. They include persuasion, active listening, delegation, and leadership. The term "interpersonal skills" is used often in business contexts to refer to the measure of a person's ability to operate within business organizations through social communication and interactions. Interpersonal skills are how people relate to one another.

9.3.1 Soft Skills (few more inclusions) :

Critical thinking, Communication Skills, Listening to others, Reflective Practice Group Work / working with others, CV and Applications, Self assessment, Professional practice Assertiveness, Creative problem solving, Mentoring and peer support, Information Literacy, Digital Literacy, Portfolio management (tools for delivery, recording and reflection).

Soft skills complement hard skills to enhance an individual's relationships, job performance and career prospects. Unlike hard skills, which tend to be specific to a certain type of task or activity, soft skills are broadly applicable. While your technical skills may get your foot in the door, your people skills are what open most of the doors to come. Your work ethic, your attitude, your communication skills, your emotional intelligence and a whole host of other personal attributes are the soft skills that are crucial for career success. Soft skills are often broken down into categories, or types of skills according to the level of complexity and interaction. An example of one way of categorizing social skills can be found in the table below : Table 1. Soft Skills Categorizing Skill Set Used for Examples like Foundation Skills, Basic social interaction, Ability to maintain

eye contact, maintain appropriate personal space, understand gestures and facial expressions, Interaction Skills (Skills needed to interact with others), Resolving conflicts, taking turns, learning how to begin and end conversations, determining appropriate topics for conversation, interacting with authority figures Affective Skills (Skills needed for understanding oneself and others), Identifying one's feelings, recognizing the feelings of others, demonstrating empathy, decoding body language and facial expressions, determining whether someone is trustworthy, Cognitive Skills (Skills needed to maintain more complex social interactions), Social perception, making choices, self monitoring, understanding community norms, determining appropriate behavior for different social situations. Soft Skills Differentiation, Soft Skills and Outcomes

9.4 Need for Soft Skill :

The requisite for Soft Skill is due to various inclusions.

Self : An awareness of the characteristics that define the person one is and wants to become. Opportunity :An awareness of the possibilities that exist, the demands they make and the rewards and satisfactions they offer.

Aspirations : The ability to make realistic choices and plans based on sound information and on self– opportunity alignment.

Results : The ability to review outcomes, plan and take action to implement decisions and aspirations, especially at points of transition.

In order to 'SOAR' students need two things :

a.   **Academic Roots :** Discipline based knowledge and understanding

b.   **Academic Wings :** The ability to enhance that knowledge and understanding with awareness (self and others), critical thinking, and reflective practice.

The specificity of Soft Skills in terms of Discipline specific skills like Placement / employability preparation include Lifelong learners (Learning how to learn) and Reflective practitioners

Soft skills focus more on people than processes. Today's service economy and ascendance of work teams in large organizations puts a new premium on people skills and relationship–building. Soft skills = People skills=Street Smarts

Self–awareness includes identifying knowledge gaps, taking responsibility for own learning and

Development, understanding the impacts of self–efficacy, dealing with pressures and emotions, reflective practice, professional development and current awareness.

The mentioned skills assist individuals in understanding the learning process and constructing their own Selves in academic and professional activities. They become apparent in Surface / deep / strategic learning, Self–efficacy requires reconstruction of known events in their own lives, constructing a self–MAP (Motivation, Ability, Personality)

9.5 Integral Parts of Soft Skills :

I.   **Self–Management** as a System consists of Self–motivation, taking responsibility, task setting/prioritizing, time–management.

II. **Critical Thinking** does not accept the arguments and conclusions blindly; rather, it examines assumptions, recognizes hidden values, and evaluates

the data and conclusions. It include logic, imagination; risk, "accepting nothing, questioning everything", reaching your own conclusion; being prepared to change that conclusion in the light of emerging evidence.

III. **Reflection** is a form of thinking used to fulfill a purpose or to achieve some anticipated outcome and is largely based on the further processing of knowledge and understanding that we already possess.

IV. **Communication and Interaction** includes Effective communication that provides for high level of presentation skills; academic debates and effective writing and listening.

V. **Group work** is one of the most useful ways of learning about cooperation, shared responsibility, project planning, and time management. Learning how to work successfully in a group has a close association with how we participate in the work place.

VI. **Assertiveness** means "confident behavior" and "self–confidence". It is an individual ability to advance and come true own aims, needs, wishes, claims, interest and feelings. Phenomenon of assertiveness presupposes an existence of : a) subjective attitude toward Self (self–allowance to have the own claims); b) social readiness and ability to realize it in adequate manner (to have the own claims and achieve their realization); c) freedom from social fear and inhibition (ability to register and reveal own claims)

VII. **Peer–to–Peer** is an interaction and learning method (technology) when the source of knowledge is not a professor but a peer student (peer instructor). It promotes participation and interaction. Peer–to–Peer activity includes both trainers and trainees into campus life and promotes a sense of belonging that combats the anonymity and isolation many students experience at large universities during the first year of study.

9.6 Way is to Train Employees on Soft Skills :

There are a number of options for delivering soft skills training to your workforce. You can dedicate entire courses solely to soft skills, or you can add relevant soft skill sections to your existing course content. In terms of delivery methods, consider using some of the options outlined below :

1. Coaching/mentoring :

If you identify an employee who has a development need for a specific soft skill like leadership, you can consider bringing in a mentor or coach and tailor a learning approach that's specific and targeted. The coaching process in the workplace typically implies collaboration with the employee to identify, target, and plan for better performance.

This is how it works : A coach defines the employee's goals, existing skill sets, strengths, and, of course, weaknesses. For example : the employee finds out that he/she is not good enough at communicating with the staff supervised, so a coach creates a development strategy and provides him/her with a clear pathway to improve their communication skills. When an employee is on their way to implement this strategy, a trainer supports them and provides them with actionable feedback.

Coaching/mentoring is especially effective in imparting soft skills, such as communication and leadership.

2. Live interactive workshops :

If you want to train an entire group of employees in a specific soft skill, you can organize live workshops. The best workshops have a concrete, action–oriented purpose and aim to find answers to current problems in the field.

Let's say you want to teach your customer service staff how to resolve conflicts with clients. You can work out role–play scenarios and play them out right in the workshop. Let the supervisor or learning and development representative be a disgruntled customer and your employees will have to try to settle the conflict. Based on their responses, the trainer will be able to bridge skill gaps and point them in the right direction.

3. Peer (social) learning :

Another effective yet simple way of developing soft skills is to learn with other people. Research has shown there is a significant link between having fun in the workplace and informal learning. You can take advantage of this by creating streams of work or small–scale projects that require collaboration between colleagues at work. Or you can undertake social learning online via the use of social apps and other tools.

For example, launch a peer forum where employees will discuss soft skills in the workplace and how to achieve their full potential. They will have a place to ask questions and share stories to get peer–based feedback. For instance, an employee encountered a particularly difficult customer who got on his/her nerves. He/she can share his/her experience on the forum, discuss it with colleagues, and get useful advice for the future.

4. Online learning :

In the current global climate, training your staff online makes sense. They can improve their soft skills while training from home or other places on any device.

You could buy some readymade soft skills courses from online learning platforms such as LinkedIn, Learning on'Udemy'. However, how will your employees consolidate acquired skills in practice ? And how will you check that your colleagues really got something useful from the training ?

A great way to address both issues and do online soft skills training that adds real value is dialog simulation. It's perfect for teaching business communication skills and other similar competencies.

A dialog simulation is an online interaction that simulates an actual conversation with a person, such as a customer, another staff member, or a stakeholder. This is similar to role–play scenarios that we've discussed when talking about live workshops, but Sims are automated and don't require the involvement of other people.

The main thing is that they can help employees master communication skills with no risk to the business until they are ready to test them in the real world. Besides, unlike live workshops, there's no need to gather all the trainees in one place and spend enormous amounts of time on individual practice. Dialog simulations allow tens and even hundreds of professionals to practice when and where they wish.

A key feature of a good dialog simulation is the use of branched scenarios in which each decision the employee makes has consequences. This ensures that everything works like it would in an actual communication between two people.

Authoring tools like iSpring Suite make creating dialog simulations very simple and quick and allow branching scenarios to be added without complex coding.

5. **AR/VR :**

Augmented and virtual reality can also be very effective ways to develop soft skills in employees. These tools allow organizations to effectively replicate real–life scenarios that employees might face and train them on the best way to react in those situations.

For instance, you can replicate scenarios in a virtual world in which an employee has to reply with empathy to a co–worker experiencing difficulty in their personal lives. Or you can recreate a situation when a manager needs to give critical feedback to their staff.

A great example of VR training for soft skills is the 'Co–Pilot' program developed by Tale–spin Co. (Co–Pilot)

Tale–spin's Co–Pilot platform allows you to use virtual humans with social and emotional intelligence that are powered by artificial intelligence to teach interpersonal skills.

9.6.1 Online Soft Skills Training :

By now you may be wondering what the quickest and easiest way to get a soft skills training course online is, so let's run through a quick step–by–step process.

Step 1 : Perform necessary pre–work

This step will depend on what methodology and software you are using, but in general, at this stage, you should identify your learning objectives and define what should be covered in the course. Plus, decide how you will make the vision a reality – what authoring tool you will use.

Step 2 : Create course

This part of the process will depend on what type of training courses you want to create and the software tool you decide to choose. Rapid eLearning authoring tools like iSpring Suite are ideal for creating the slide–based courses, quizzes, video tutorials, and dialog simulations we've covered above.

To create a conversation simulation quickly and easily with iSpring, simply follow the steps described here.

Step 3 : Deploy course

When you've finished creating your soft skills course, the next decision to make is how to publish and share it. Most organizations prefer to deliver their training via an LMS (Learning Management System) like iSpring. Learn that allows for the easy tracking of results and completions, and the flexibility of using any eLearning format you want. However, you can also share your course on your corporate website/intranet or send it to your employees by email.

9.7 Check Your Progress :

• **Choose the Correct Answer :**

1. An awareness of the characteristics that define the person one is and wants to become means

    (a) Self   (b) Others   (c) Everyone   (d) No one

2. Hard Skills are _____ skills that are job specific

   (a) Mechanical   (b) Technical   (c) Logical   (d) Biological

3. Instructor's Hard Skills does not include

   (a) Thorough knowledge of curriculum

   (b) Developing lesson plan

   (c) Developing educational strategies

   (d) Developing company's Planning

4. _____ and _____ reality can also be very effective ways to develop soft skills in employees.

   (a) Augmented and virtual   (b) Propagated and real

   (c) Allocated and refrained   (d) Augmented and imaginary

5. A dialog _____ is an online interaction that simulates an actual conversation with a person, such as a customer, another staff member, or a stakeholder.

   (a) Stimulation   (b) Simulation   (c) Exhilaration   (d) Anticipation

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9.8 Let Us Sum Up :

That concludes this in–depth look at soft skills as a concept, Does your organization offer soft skill programs to the employees ? If so, what methods are used to deliver the training, and how effective has it been ? The outcome is of great importance, because the soft skills are not theoretical but practical. So assessment is equally imperative at the end of the Soft Skill Training sessions. This will enable the evaluator to mark the weak areas and re–work on their correction. At the end "life is all about evolving, the process may be lengthy but not impossible." So one should grow and enhance in all areas.

9.9 Answer Key : Check Your Progress :

    1. (a)   2. (b)   3. (d)   4. (a)   5. (b)

9.10 Glossary :

1. Ascendance – superiority, supremacy

2. Simulation – imitation, replica

3. Quotient – the number resulting from the division of one number by another

4. Cluster – a group or bunch of several discrete items that are close to each other

5. Augment – to increase, to grow

6. Virtual – imitated or simulated

9.11 Assignment :

1. Write the meaning of soft skills. What is the need of soft skills in the recent time ?

2. State the integral parts of soft skills. Also explain them.

3. Discuss the different ways to train the employees on soft skills.

4. Briefly explain the instructor's Hard Skills and Soft Skills.

9.12 Activity :

Activity that let people imagine success helps them visualize what success looks like. An exercise to accomplish this goal is for participants to think of positive past experiences and what made them successful

Split people into groups of three or four to discuss their encounters. They can write them down, role–play them, or prepare a presentation for the rest of the other groups.

Learners may also consider negative experiences and why they weren't positive ones. This helps them identify the positive qualities in people they interact with, to make better experiences.

Activities like this help people adopt a positive mindset, which is the key to developing strong, soft skills.

9.13 Case Study :

At the age of 26, Marcus suffered a skiing accident that broke his neck and left him paralyzed from the shoulders down. On a whim, he received a watercolor set that turned his life into a 'full time painting project'.

Marcus' story is one of hope and inspiration for fellow artists, art lovers, those who suffer a disability, caregivers, and anyone struggling to make sense of a world that is both heartbreaking and lovely.

What would you do if, in an instant, your body was rendered useless and you were left with only your imagination and the ability to hold a paintbrush in your mouth ? A short story about artist Marcus C. Thomas explored how creative gumption and beautiful art saved a life transformed by tragedy.

a.   What is the basic learning of the short story of artist Marcus C. Thomas ?

b.   As an individual what is the neutral comment from your side about the story of Marcus ?

9.14 Further Readings :

1.   Hard Truth about Soft Skills

   Author : Peggy Klaus

   Publication : Harper Collins

2.   Soft Skills for Everyone

   Author : Jeff Butterfield

   Publication : Cengage India Pvt. Ltd.

INTER PERSONAL SKILLS

UNIT STRUCTURE

10.0 Learning Objectives :

i.   The unit is designed to acquaint the students with the concept of Interpersonal skills of an individual.

ii.   It has included the dos and don'ts of the basic manners while dealing in the professional field in terms of courtesies and Discourtesies respectively.

iii. It will enable the reasons to learn and adopt interpersonal skill and how improvisation can be made in it.

10.1 Introduction :

This chapter is based on the understanding of the concept of Interpersonal skills. It has included the various aspects of basic mannerism, courtesies, and discourtesies. It has included the various interpersonal skills required at the work

place. It has stated the reasons as to why we need to develop interpersonal skill and how one can improvise such skills.

10.2 Interpersonal Skills :

Interpersonal skills are the behaviors and tactics a person uses to interact with others effectively. In the business world, the term refers to an employee's ability to work well with others. Interpersonal skills range from communication and listening to attitude and deportment

Regardless of your industry, interpersonal skills (such as being able to effectively communicate) are important because they : Help employees develop and foster strong working relationships with each other and with their clients, Contribute to increasing team and organizational productivity.

Interpersonal skills are often referred to as social intelligence. They depend on reading the signals others send and interpreting them accurately in order to form a response.

Everyone has a personal style and an interpersonal style, but some are more successful than others. While interpersonal skills may be based in part on personality and instinct, they also can be developed.

Most interpersonal skills can be grouped under one of four main forms of communication : verbal, listening, written and non–verbal communication. Some skills such as recognition of stress and attitude are important to all forms of interpersonal communication

10.2.1 Understanding Interpersonal Skills :

Interpersonal skills can be developed but they cannot be learned solely from a textbook. They come naturally to some people, while others have to work at cultivating them.

In many organizations, employees with strong interpersonal skills are valued for their pleasant demeanor and positive, solution–oriented attitude. These employees are seen as team players, who work well with others to achieve a goal. In more human terms, everyone likes being around them, and that never hurts.

Interpersonal skills are strongly linked to knowledge of social expectations and customs, whether learned or acquired. People with the strongest interpersonal skills adjust their tactics and communications on the fly depending on the reactions of others.

10.2.2 Interpersonal Skills in the Job Search :

Interpersonal skills are highly valued in the business world. Job seekers should use every opportunity to show their interpersonal skills at interviews and on resumes.

Among the interpersonal skills often required in business are active listening–the ability to elicit and fully process information from a speaker. Negotiation is a skill that is prized in sales, marketing, law, and customer service. Other desirable interpersonal skills include public speaking, conflict management, team building, and collaboration.

Strong interpersonal skills are prerequisites for many professional jobs.

10.2.3 Improving Interpersonal Skills :

Interpersonal skills are best honed by practice. Expressing appreciation for team members and support staff, displaying empathy, moderating disputes quickly, and controlling displays of temper are all good exercises. Active listening can be practiced by repeating back a speaker's comment to make sure true communication is taking place. If all that isn't enough, there are courses that teach these skills.

10.3 Interpersonal Skills in the Workplace :

Strong interpersonal skills such as negotiating, problem–solving, and knowledge–sharing are the main requirements for many jobs. Other skills are seen as essential qualifications for all employees, including :

- Teamwork
- Verbal and written communication
- Dependability
- Responsibility
- Empathy

You may not like to think about it in these terms, but you almost certainly spend more time with your colleagues than your partner.

At work, you are required to communicate with and interact with a wide range of people, from suppliers and customers through to your immediate colleagues, colleagues further afield, your team and your manager. Your ability to do so effectively can make the difference between a successful working life, and one spent wondering what went wrong.

There are, of course, some jobs in which interpersonal skills are particularly important.

Customer–facing roles, such as sales and customer relations management, are likely to specify good interpersonal skills as a pre–requisite. However, there are a number of other less obvious jobs and careers where interpersonal skills are also vitally important.

These include :

a. **Healthcare provision, including doctors, nurses and other healthcare professionals.** Being able to listen to, and talk to, patients and their families is an essential skill, as is being able to give bad news in a sensitive way. We almost take these skills for granted in healthcare professionals–but we also know how devastating the situation can be when these professionals have poor skills and fail to communicate effectively.

b. **Financial advice and brokerage.** Financial advisers and brokers need to be able to listen carefully to their customers, and understand both what they are saying, and what they are not articulating. This enables them to provide recommendations that match their clients' needs. Poor interpersonal skills mean that they will find it harder to build good customer relationships, and to understand customer needs.

c. **Computer programming and development.** This area is often thought of as the ultimate territory for 'geeks', with the assumption that interpersonal skills are not essential. However, technical developers increasingly need

good interpersonal skills to understand their customers, and to be able to 'translate' between the technical and the practical.

It's difficult to imagine a company thriving if its employees do not have these interpersonal skills.

10.4 Basic Manners and Office Courtesies :

For you to connect with customers/clients, work effectively with co–workers, and ultimately succeed in your job, it is essential to pay attention to common courtesies – they make a difference in creating relationships and making lasting positive impressions!

10.4.1 Top 10 Common Office Discourtesies :

1. Not returning phone calls, voice mail, or email in a timely manner.
2. Showing up late to meetings or answering cell phones during meetings.
3. Visiting co–workers; inattentive to their work demands.
4. Clogging the email system with lengthy messages.
5. Borrowing co–workers' office supplies and not returning them.
6. Setting the copy machine for special copy features and not changing it back.
7. Using the last piece of paper in the printer or copier and not refilling paper trays.
8. Not cleaning up office kitchen after use.
9. Taking the last cup of coffee and not making more.
10. Playing the radio or CDs too loudly or constantly.

To avoid discourtesies toward your co–workers, keep in mind the following :

10.4.2 Basic Manners :

- Say "please," "thank you," "hello," "Good Morning," and "Good–bye." It's so easy, but many take this for granted.
- Smile and look interested in others – make eye contact, and listen! Project a positive, cheerful attitude.
- Be a class act! Demonstrate a well–mannered, appropriately dressed, professional demeanor.
- Show up to work on time. Be punctual!
- Do what you say you will do and in the time frame you said you would.
- Open doors (regardless of gender).
- Respect others' time.
- Offer to assist!
- Compliment others; give credit when due.
- Write thank–you notes, or even thank you emails!

10.4.3 Language Tips :

- Speak well of others or keep quiet! Stay away from office gossip.
- Be aware of slang, and avoid foul language or sarcasm.
- Explain acronyms and jargon.

- Be careful where you hold conversations (elevators, hallways, restaurants, etc.).

- Power robbers such as "I hope," "I guess," "maybe" and "probably" undermine credibility.

10.4.4 Use Technology Appropriately :

- **Cell phones :** Never take/make calls or check texts during meetings or when having a face–to–face conversation with someone at work. If it's an emergency phone call, however, you may say, "Excuse me, but I need to take this call," and step out of the room to hold your conversation in private. Don't hold private conversations at work unless you are on your break, and do so in a private area.

- **Telephone :** Always answer the phone in a positive tone of voice. If scheduling an appointment, double–check spelling of name, dates, and times by repeating this information to the caller or person you're calling.

- **Speaker phone :** Don't use this feature unless it's a conference call. Pick up your phone–if not, the person you are talking to will wonder if someone else is in the room with you, listening.

- **Conference Calls :** When conducting a conference call including several people, introduce everyone present to the person you are calling.

- **Email :** Conduct a spell check before sending, keep the length short, and use a subject line. Be careful about clicking on "Reply" or "Reply to All"– make sure you know to whom you are sending the email, or to whom you are responding. Also, if you know that you'll be out of the office for few days, then, set up an auto response stating this, and include the date you will return and respond to your emails. Don't forget to turn off the auto response when you return!

- **Voicemail :** When leaving someone a message, say your name and number slowly at the beginning and again at the end. And, on your office phone voicemail, if you'll be out of the office for a few days, change your message to reflect this. Don't forget to update it when you return! Also, make sure your personal voicemail (for example, on your cell phone) is professional as well.

- **Fax :** Include a cover sheet containing the number of pages being faxed, the name of the person the fax is intended for, and your name and phone number.

10.5 Enthusiastic Attitude as Important Element for Success :

A positive and enthusiastic attitude is a critical component of workplace success. This positive attitude helps employees go above and beyond to get along with co–workers and managers.

Even difficult ones – and respond to constructive criticism with maturity and willingness to improve.

Enthusiasm refers to the ability to show a keen interest in a subject or an activity, as well as a readiness to get involved. Enthusiastic people work with passion, even when the financial rewards are scanty.

There are many ways in which an individual might demonstrate enthusiasm in the workplace. For example, in a job interview, he or she might smile, sit up

straight, make eye contact, and discuss training and work experiences in an upbeat manner.

Why enthusiastic leaders are the key to success

One the most important characteristics of a leader is the ability to have a positive outlook and belief in what can be achieved. They should focus their energies on what can be done rather than on what cannot and they should look to take action rather than spend too long in detailed analysis of what happened in the past.

Leaders must believe in themselves, in the people they lead and in what they are trying to do. Those leaders that believe in success normally succeed, while those who believe in the possibility of failure normally fail. Take a look at other important characteristics of a successful leader!

a.   **A real commitment to the vision is crucial :**

Creating a positive environment begins with the leader and in particular with the leader's attitude to the team's vision. The vision should be clear, motivational and should provide an identity for the team.

Leaders should have a real passion for the team's vision and should advocate it strongly at every opportunity, to bring it alive and make it happen. If the leader does not enthuse about the vision then why should anyone else ? Without commitment to the vision, it just becomes, what many critics say about vision statements, just a set of fancy marketing words.

b.   **Passion is the key to motivation :**

Great leaders are passionate about what they do and convey that passion and enjoyment to the rest of their team. Without passion leaders will find it difficult to motivate their team. That passion is evidenced by the way that leaders go about their work, particularly their positive body language, upbeat communication and use of positive language.

c.   **The importance of using positive words :**

Leaders need to think carefully about the way that they present themselves to their team and the words that they use. It is important to use strong, positive words wherever possible, provided of course that they are said with integrity. Saying 'I am sure we can' rather than 'I think we might be able to' shows a greater belief in what a team can do. It is important to enthuse about people's success and so saying something has been done 'very well' rather than 'quite well' is much more motivational.

When leaders set a positive example in the way that they take genuine delight in people's successes it makes a real difference to the team's attitudes and behaviors and it quickly energizes, or re–energizes, the whole team.

d.   **Let's focus on the future :**

Teams will face setbacks and failures. Leaders need to be positive in the way that they respond and to focus on what can be learned rather than whose fault it was. Only by the leader's example will the team be encouraged to remain positive and to focus on the future in response to these difficult situations.

Teams will inevitably have to face and deal with new challenges. One way of facing such challenges is to see them in a negative light, as a hurdle to overcome, distracting the team from what they have become good at and comfortable with. Positive leaders create a culture that challenges are there to be

embraced as they offer new opportunities for the team to learn, to develop and excel. The leader's positive attitude to facing challenges and problems should set the tone for the whole team.

e.   Optimism and integrity – Leaders must have it :

Great leaders should also be optimistic. Few pessimists are real leaders even though they may have the title. Great leaders are committed to the future and so any pessimism or negativity in what the future holds will undoubtedly be felt by their team.

Furthermore, all leadership actions and behaviors must be carried out with absolute integrity and so when leaders are genuinely enthusiastic, positive, energetic and confident, they will be able to harness the energy that is already within their team to achieve success.

10.6 Reasons to Have Good Interpersonal Skills :

Interpersonal and other "soft" skills matter because we're working more closely with a greater number of people than ever before. A 2016 study found that the time managers and employees spent working collaboratively had increased by over 50 percent in the past two decades.

Organizations value interpersonal skills highly because of this increased emphasis on team–working. One survey revealed that 60 percent of employers consider the ability to work in a group to be the most important skill for graduates entering the workplace.

But good interpersonal skills are crucial for our health, too. A 2017 article in the Harvard Business Review claimed that positive working relationships could help you to avoid burnout, exhaustion, and even loneliness.

10.6.1 Improving Your Interpersonal Skills :

The foundation of interpersonal skills is emotional intelligence, or EI. That is, being aware of your thoughts, actions and feelings, and of your impact on others, and the ability to sense others' moods and needs.

Developing your EI allows you to self–regulate – to make positive choices about how you interact with other people, and to think before you act. EI can also increase your empathy and altruism, helping you to build high–quality connections with your co–workers – with the bonus of feeling good about yourself, too.

Now, let's see how you can develop your interpersonal skills in four areas.

1.   Improving Your Communication Skills :

Business communications require a good understanding of your audience. Our Communications Planning article outlines a simple process that you can follow to assess your audience, to choose an appropriate channel to reach them, and to monitor the effectiveness of your message.

If your goal is to gain information, be sure to ask the right questions and to stay clear and concise – our article on The 7 Cs of Communication offers a useful checklist of factors to consider. Finding common ground with your audience will help you to establish trust and rapport.

But be aware of cultural or personal differences, and show that you respect other people's points of view.

When you convey information, use your powers of negotiation and persuasion to present your case, rather than stating your opinion as fact, and be prepared to compromise. You can use rhetoric to construct a persuasive argument, but it's important to remain credible and authentic.

And crucially, when you've delivered your message, listen carefully to the response. Active Listening techniques help you to pay close attention, to show the speaker that you are taking their words on board, and to respond constructively. Mindful Listening can help you to focus on what's being said, and to "tune out" distractions.

"Looking" also plays a part in "listening." We pick up cues from a person's body language. They tell us whether he or she is confident, or bored, or thinking about something else – and even if he's lying.

Becoming more aware of posture, eye contact, hand gestures, and tone of voice helps us to "read" other people more effectively and to adapt our communication style accordingly. And if we recognize our own body language, we can project a feeling that we may not actually be experiencing – to appear confident in job interviews, for example.

Whether you want to make a good first impression, to attend a speed networking event, to meet a new boss for the first time, or to just get along better with your colleagues, good interpersonal communication skills will help you to make every second count.

2.   Learning to Manage Differences :

You'll likely encounter conflict, or at least differences that seem hard to reconcile, at some point in your working life. You may, for example, find yourself dealing with rude or difficult people, or those who feel they need to "cut you down to size" (known as "tall poppy syndrome.") In such situations, the ability to remain calm but assertive is a key interpersonal skill.

Unresolved conflict can be damaging and disruptive, and often affects morale and productivity. It can result in personal animosity, making people feel as if they have to "take sides," disengage from the team, or even leave the organization.

On the other hand, conflict can bring underlying issues to the surface, where you can examine, acknowledge and deal with them. This can help to prevent similar problems from recurring and to enhance mutual understanding.

That's why the ability to deal with conflict effectively is an interpersonal skill that's highly valued by employers.

So let's look at three approaches to conflict resolution :

The Interest–Based Relational (IBR) Approach advocates separating the problem from the people involved. You examine the issue objectively, simply setting out the facts to discuss without damaging your relationships. This requires courtesy, listening skills, understanding, and willingness to compromise.

Perceptual Positions is an exercise that helps you to see other people's points of view. You assign, say, chairs in your office to the opposing points of view, plus one for an objective observer. Then you sit in each chair in turn and picture the situation from the three different perspectives.

And Bell and Hart's Eight Causes of Conflict can help you to identify the source of, and therefore a solution to, an issue. The causes range from insufficient

resourcing and confused roles to incompatible values and unpredictable policies, and our article gives you pointers on how to manage each one.

3.   Learning to Manage Agreement :

We've seen how you can use your interpersonal skills to manage conflict. But how do you create an agreeable and harmonious working environment ?

The first step is to use your interpersonal skills to establish trust. Trust enables you to be more effective, to take worthwhile risks, and to feel secure. You can discover useful strategies for working with your co–workers, clients and suppliers in our article, Building Trust.

The next step is to work towards a situation where team members understand one another. They can collaborate to improve the team's overall performance, if you can help them to reveal more about themselves, safely. The Johari Window is a useful tool to help you to Manage Mutual Acceptance.

Understanding individuals' interpersonal strengths helps you to match them with suitable tasks or projects. This can increase their motivation, engagement and productivity. Read our article, Four Dimensions of Relational Work, to find out how to assign tasks based on people's attributes.

Another key aspect of managing agreement relates to feedback. People will likely view poorly expressed feedback as destructive criticism. Deliver it well, however, and you can address difficult issues before they worsen.

4.   Maintaining Your Personal Integrity :

Your integrity – your ability to stand up for what you believe in – is central to your interpersonal skills. Integrity enables you to measure your choices and decisions when dealing with others against the benchmark of your personal values. Your reputation and personal brand rest on it.

This can keep you on the right track on a daily basis – simply interacting with others in a friendly, polite way; for example, can make a huge difference to the people around you. It can also guide you through challenging but potentially rewarding situations, such as working with rivals. It is also important if you're in a position of authority.

Interpersonal skills are vital for forming and maintaining effective working relationships.

10.7 Check Your Progress :

• **Choose the Correct Answer :**

1.   It's difficult to imagine a company thriving if its employees do not have

       (a) Interpersonal skills   (b) International skills

       (c) Interstate skills   (d) Intra personal skills

2.   Common Office Discourtesies does not include _____.

       (a) Not returning phone calls, voice mail, or email in a timely manner

       (b) Visiting co–workers; inattentive to their work demands

       (c) Borrowing co–workers' office supplies and not returning them

       (d) Show up to work on time. Be punctual!

3. Beware of cultural or personal differences and show that you _____ other people's points of view.

    (a) adore   (b) Respect   (c) Hate   (d) Endure

4. The foundation of interpersonal skills is _____.

    (a) Physical appearance   (b) Biological relation

    (c) Emotional intelligence   (d) Emotional attachment

5. Leaders must have _____.

    (a) Optimism and integrity   (b) Orthodox and negativity

    (c) Emotion and authority   (d) None of the above

10.8 Let Us Sum Up :

Successful people require a high degree of emotional intelligence, which enables you to understand how your thoughts and actions affect others in the workplace.

You can develop your interpersonal skills in four key areas :

*   Communication skills. Craft your message carefully, with your audience in mind, be aware of body language, and listen.

*   Managing differences. Deal with difficult people assertively but with good grace, and learn to resolve conflict.

*   Managing agreement. Establish trust and a supportive working environment. Accept the strengths and weaknesses in your team, and give effective feedback.

*   Personal integrity. Recognize your core values, and act accordingly.

Interpersonal Skills are the most imperative soft skill for an individual to grow and develop professionally.

10.9 Answer Key : Check Your Progress :

1. (a)   2. (d)   3. (b)   4. (c)   5. (a)

10.10 Glossary :

1. Interpersonal – between two or more.

2. Empathy – identifying with or understanding of the thoughts, feelings, or emotional state of another person

3. Enthusiastic – excited interest or eagerness

4. Brokerage – a commission paid to the broker (broker–a mediator between a buyer and seller)

5. Geeks – a person who is intensely interested in a particular field or hobby.

10.11 Assignment :

1. Describe the nuances of Interpersonal Skills in the work place

2. Why is Enthusiastic Attitude an important element of success ? Explain.

3. Discuss the reasons as to why it is important to have good Interpersonal skills ?

4. What is learning to Manage Agreement ?

10.12 Activity :

Improve creative and spontaneous thinking involves creating a story while each person builds on the story told by the person before them. This is beneficial for people involved in presentations and public speaking.

The game begins by placing the same number of objects in a box to correspond to the number of participants in the group. In turn, each person picks an object from the box, without looking, and has 30 seconds to tell a story about the object. The facilitator should begin the story and the participants add the next part of the story. Each person's story has to make sense and have some connection to the previous part of the story. After all the objects have been picked and each person participated in the story, the exercise can be repeated, or the group can discuss how each part of the story fit or did not fit in the overall story.

Games make learning and improving interpersonal skills more enjoyable and thought provoking. It allows participants to develop skills to improve their ability to work as part of a group and with others on an individual basis. Keeping skills up to date and fine tuned will increase productivity and remove barriers when working as a team.

10.13 Case Study :

Jane Supervisor–a newly found interpersonal skill

Jane is a supervisor in a large corporation. Jane's employees complained that she was presenting bullying behavior. Though no specific incident was investigated, human resources decided to provide Jane with Wellness Improvement Coaching to develop her interpersonal skills. Jane completed the wellness assessment and a coaching plan was developed based on her Wellness Improvement Quotient (WIQ). Over 12 weeks, Jane worked with a WIS coach to improve those areas where she had a less than ideal wellness score. During this time, Jane made considerable success in her actions and attitudes toward staff. She changed her responses to staff; as a result employees began approaching Jane, asking questions, and offering suggestions instead of avoiding her as they previously did. Jane was very happy with her results and so were her employees. Jane was very happy to have had the opportunity to access coaching.

1.   What kind of behavior was portrayed by Jane ? What was decided by Human resources ?

2.   What was Jane sent for and what affect it had on her interpersonal behavior ?

3.   Do you agree that interpersonal skills can be developed ?

10.14 Further Readings :

1.   Soft Skills for Everyone

Author : Jeff Butterfield

Publication : Cengage India Pvt. Ltd.

2.   Everyone communicates, few connects

Author : John C Maxwell

Publication : Harper Collins Leadership

Unit 11

COMMUNICATION SOFT SKILLS AT WORK

UNIT STRUCTURE

11.0 Learning Objectives :

i.   The unit is designed to create the understanding of communication soft skills.

ii.   It will enable the students to understand the importance and reasons for adopting communication soft skills.

iii.   It will enable the students to learn the interpersonal and personal attributes which are most needed in the recent time.

11.1 Introduction :

This chapter is based on the understanding of the concept of Communication Soft skills. It has included the importance of communication soft skills at the work place. The chapter has given idea about interpersonal attributes as well as personal attributes. It has given relevance of the need of communication soft skills in the professional field.

11.2 Communication Soft Skills at work : An overview of the concept

Soft skills are a combination of people skills, emotional skills, communication skills, and interpersonal skills. Typically, soft skills are inherent to a particular person, and are not exactly "teachable."

While a "hard skill" might be technology based knowledge, a "soft skill" is something less quantifiable. However, soft skills are incredibly important, especially in alternative office spaces or flexible work environments that are becoming increasingly commonplace.

Have you ever had a manager who refused to listen ? Have you ever worked with someone who could not pick up on social cues; someone who didn't know when to be sociable and when to power down to work ? Have you ever worked with someone who used a ton of office jargon in order to say seemingly nothing ?

These are all examples of coworkers, managers, and leaders who are somewhat lacking in the communication soft skills department.

We put together some of the most important soft skills for the modern workplace and how they can improve employees across the board.

11.2.1 Communication Soft Skills :

❖ **Meaning :**

Communication soft skills are the tools you use to clearly and effectively converse with others, set expectations, and work with others on projects.

Whether you're a CEO or an entry–level employee, communication skills are of utmost importance. Verbal and written communication comes into play every day at the workplace. Make sure you are communicating to the benefit of forward movement of both your company and your career. Here are some of the most important communication soft skills and how to apply them no matter what your role is.

11.2.2 Listening Soft Skills :

We are starting with listening for an important reason. Before you ever open your mouth or put pen to paper, whether in a brand new position or within a seasoned leadership role, you should always listen first.

Listening as a soft skill is just as important on day one as it is on day 2,000. As humans, we can always learn from new experiences. Assumptions are the enemy of real growth.

• **Listening as a New Employee :**

If you are brand new at a company, you might feel a little lost. Some workplaces have processes in place that move fast and, therefore, are hard to fold seamlessly into on your first day.

Advice : Listen and learn. Take your first few weeks to listen to your new coworkers, to learn the nuances, to ask questions, and to take it all in. Don't jump the gun. When the time comes to give meaningful input, you will have gathered valuable information and advice to disperse to your new team.

• **Listening as a Manager :**

So, you've been at your job for five years. You know your team like the back of your hand (whatever that means) and you know everything about how your department "should" run. Well, that's what you think.

A good leader will know what is going on from day to day. A good manager will have presence of mind and be aware about functioning of the office. A great manager, however, will be listening for feedback and gathering information from her team on how to improve and iterate.

- Do listen to your team

- Do check in to make sure workloads are appropriate

- Do make sure your team has enough work to remain productive, but not so much that they burn out quickly

As a manager, make listening part of your weekly routine. Carve weekly 1 : 1 individual meetings with each of your team members in order to provide an open forum. Use this time to listen and learn from your employees.

11.2.3 Verbal Communication Soft Skills :

Verbal communication is something that comes more naturally to certain people–and it's a highly ranked skill in the workplace. Starting with an initial phone interview, verbal communication will be a soft skill you need to have, no matter what your role is.

- **Verbal Communication at a New Job :**

In a new position, verbal communication will come into play almost immediately. While you may feel intimidated speaking up in a new workplace, you'll want to take opportunities to enunciate clearly, to ask questions, and to state your needs and wants.

By establishing a communicative position from the get–go, you are telling your managers that you are both open to feedback and that you will not hesitate to interface if any issue arises in the future.

- **Verbal Communication as a Manager :**

Careful verbal communication is essential for a great manager. Be mindful when speaking with your employees.

Whether you are having a casual conversation, a discussion about a client, a brainstorm on a project, or (gulp) a disciplinary discussion, verbal communication is extremely important.

In each of these situations, consider your employee's perspective. Formulate your input and responses while keeping your employee's point of view in mind. Pay attention to your non–verbal communication, too. Consider your eye contact, body language, facial expressions, and especially the words you use.

If you have used your time as a manager to foster a relationship of understanding, then you will be well–equipped to have open, respectful conversations with your employees– even if the conversation is on the tougher side.

11.2.4 Written Communication Soft Skills :

Written communication soft skills also differ when it is practiced by different individuals :

- **Written Communication as an Employee :**

We often worked with a bevy of clients across many industries, many of whom are extremely busy. I learn pretty quickly that things could easily fall through the cracks. As an entry or mid–level employee, these oversights usually come down on you.

If you do your job, pay attention to details, and leave a written paper trail (i.e. emails), you can always have your so called 'behind' essentially covered. Next time your client misses a deadline or your boss forgets to follow up, you will be ready to go with that super–smug greeting, "As per my email dated February 22nd…" like wise.

- **Written Communication as a Manager :**

Covering your behind is a skill you will absolutely want to take into the management level. As a manager, it is your responsibility to communicate well with your employees.

Written communication is not always the best type of communication to cover all bases. Some things are better verbally communicated for clarity and tone. However, written summaries, whether by emails or living documents, serve as great supplemental elements to lengthy meetings, complicated projects, or workload that include a ton of deadlines.

As a manager, it is also important to consider what you are putting into writing. Make sure your written correspondences are always responsible, respectful, and professional.

11.2.5 Presentation Soft Skills :

Usually all dread the days when this skill comes into play. Presentation soft skills come naturally to some people. But if you tend to be more of an introvert, presentation soft skills may be something less natural or downright uncomfortable for you.

Consider this : presentation skills are nothing more than a culmination of other communication soft skills. Presentation skills are a combination of listening, verbal, and written communications in one go.

- **Presentation Soft Skills as an Employee :**

Presenting anything in front of a group of people makes people pretty nervous generally. However, it's downright silly to be that intimidated by anyone. We are all people. We all get nervous sometimes. Shake it off!

So, you have been asked to present something to your coworkers or a client. Then think about why you were asked to present. It is likely because you are the expert on that topic. Let that wash over you for a minute.

When you are assembling your presentation, think of what you can actually teach your audience. Is it a complicated marketing initiative that you built yourself ? Is it a report on how your company's social engagement has skyrocketed ? Awesome! You did this. You can speak to it. Fuel your presentation with your successes. Put all that nervousness or imposter syndrome creepiness to rest.

- **Presentation Soft Skills for a Manager :**

If you're in a management role, it is likely that you already have ample of presentation soft skills. You're likely to be more comfortable interfacing with several people at one time; at ease when communicating complicated ideas or projects.

For a manager, presentations are a great opportunity to showcase your listening skills. Are you communicating ideas that your entire team can digest and understand ? Have you organized ideas and steps in a way that the entire team will understand ?

Next time you are assembling a presentation as a manager, think of your employees or clients. Recall conversations you had with them. Recall their concerns, their goals, and what excited them. If you showcase your listening skills within your presentation, you'll have had a successful meeting.

11.3 The Importance of Communication Soft Skills at the Workplace :

When it comes to skills in employment, the first line of emphasis is typically towards abilities, training and knowledge of specific skill sets. These are referred to as hard skills. Soft Skills are often overlooked, but they also play an important role in day–to–day operations. Small business owners should place equal importance on hard and soft skills during the hiring process for new employees. In addition, current employees should be encouraged to develop soft skills if they are lacking in this area.

- **Drive/Work Ethic :** This is a difficult skill to quantify, but employees will typically either display a strong work ethic and the drive to complete tasks, or they won't. While a work ethic is largely an innate skill, it can be learned with proper training and motivation. Some employees may be able to develop a stronger work ethic with incentive based pay or monetary rewards such as bonuses if they reach a certain goal.

- **Communication Skills :** Communication skills are the most important soft skills for an employee. The ability to communicate through the spoken and written word is a necessity in nearly every industry and in every workplace. Communication skills can be learned and improved with the right training. It may take time for employees to learn effective communication skills, particularly if they have a naturally shy disposition. In this case, a course on public speaking can work wonders. The techniques learned by speaking to a large crowd can be adapted for daily communication and these lessons are typically good confidence builders for employees.

- **Teamwork :** The ability to work well within a team is another important soft skill. Some employees may naturally feel comfortable working within a group, while others may have problems and prefer to work alone. It is necessary to spot these personality types ahead of time for proper group formation. Every team should have a diverse set of personalities that mesh together as a cohesive whole. Team building exercises can be very beneficial in helping employees develop this skill.

- **Decision Making and Problem Solving :** Being able to make quick decisions, think on their feet, and solve simple problems are important employee traits. Even simple problems such as a copier being out of toner can grind an office to a halt if no one displays these simple skills. At least one employee needs to have the ability to take charge of a situation and guide the others through if they have difficulty. The employees who display these decision making skills are often excellent candidates for promotion to management level.

11.4 Five Reasons why communication soft skills are important :

Studying takes you on a path towards acquiring hard skills – the specific technical skills you need to do your job effectively. While these are the skills you'll list on your CV, today's employers seek more than this. Increasing importance is being placed on soft skills – personal attributes that enable you to

interact well with other people. Here are the reasons why soft skills are more important than ever :

1. **Hard skills are useless without soft skills :** In most jobs, technical skills alone are not enough to be truly effective. A salesperson with an unrivalled knowledge of their product and market will have little success if they don't have the interpersonal skills needed to close deals and retain clients. A business manager needs to be able to listen to employees, have good speaking skills, and be able to think creatively. All careers require at least some soft skills to make the hard skills valuable.

2. **Soft skills are harder to learn :** Hard skills aren't necessarily hard to acquire. They can be easily taught, and can be learned and perfected over time. Soft skills are more challenging to develop, since they have little to do with knowledge or expertise, but are closely linked with a person's character. It takes conscious effort, ongoing practice, and a commitment to self–development to improve your soft skills. Hard skills may look impressive on your CV, but the soft skills are what will set you apart from the many candidates who have similar expertise to you.

3. **The modern workplace is interpersonal :** Skills such as listening, collaborating with others, presenting ideas and communicating with team members are all highly valued in the modern workplace. Strong soft skills ensure a productive, collaborative and healthy work environment, all vital attributes for organizations in an increasingly competitive world.

4. **Customers demand soft skills :** The modern market offers consumers an unlimited number of choices through technologies such as the internet and smartphones. For these consumers, convenience and low prices are easy to come by, so customer service is often what influences the choice to use a particular business. The ability to communicate efficiently and effectively with customers is therefore a vital factor in an organization's success.

5. **The future workplace will rely on soft skills :** Automation and artificial intelligence will result in a greater proportion of jobs relying on soft skills. Thanks to cutting–edge technology, tasks that require hard skills are continuing to decline, making soft skills key differentiators in the workplace. As an example, look at this fascinating study by Deloitte Access Economics, which predicts that two–thirds of all jobs in Australia will rely on soft skills by 2030. This trend will inevitably be mirrored globally.

Now that you know the importance of soft skills, which ones do you think you need to develop ? Here's a list of the soft skills that today's employers value most :

• Communication (oral and written)
• Creativity
• Problem–solving
• Collaboration
• Adaptability
• Positivity
• Learning from criticism
• Working under pressure

You can improve your soft skills by taking personal development courses or online courses, networking with people both inside and outside your organization and challenging yourself to take on new tasks. With a strong set of soft skills complementing your hard skills, the most important paving stones to success will be in place.

11.5 Interpersonal Attributes :

- **Empathy :** In its simplest form, **empathy** is the ability to recognize emotions in others, and to understand other people's perspectives on a situation. At its most developed, **empathy** enables you to use that insight to improve someone else's mood and to support them through challenging situations.

- **Leadership :** Leadership Communication is about getting things done and keeping others engaged and connected. It's about saying the right things, in a powerful way, to mobilize people and deliver results. Leadership isn't about reading creative copy. It's about communicating priorities and making goals meaningful.

- **Communication :** Communication is defined as the ability to convey information to another effectively and efficiently. Business managers with good verbal, nonverbal and written communication skills help facilitate the sharing of information between people within a company for its commercial benefit.

- **Teamwork :** Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way. This concept is seen within the greater framework of a team, which is a group of interdependent individuals who work together towards a common goal.

- **Good manners :** Good manners include communicating with other people and interacting face to face. It is important to show interest in other people and to listen to what others have to say. When we talk, we need to ask open questions so we learn more about others

- **Ability to teach :** For an effective teaching a teacher need to be highly skilled in all these areas. Teacher with good communication always make the things easier and understandable therefore ability to teach is equally important in communication.

- **Works well with diversity :** A diversity scheme refers to a method for improving the reliability of a message by using two or more communication channels with different characteristics. Communication in diverse work culture is a task to perform in present time.

- **Self–confidence :** Self–esteem, in regards to communication, is the evaluative element of the perception of oneself. It is one's perception of self–appraisal, self–worth, attractiveness, and social competence.

11.6 Personal attributes :

- Optimism : We have found that optimism works collectively through a direct assessment of all realities, the open sharing of information, believing in the best in your people and working together to use your natural momentum to act.

- **Responsibility :** Responsible communication means communicating in an ethical and transparent manner in order to contribute to the health and well–being of society.

- **Sense of humor :** Humor is the tendency of experiences to provoke laughter. We all know that humor plays many roles in our lives. Not only is it useful to entertain and to amuse, but it can also serve to break the ice and put people at ease. It can ameliorate awkward situations and assuage tense ones. For this reason, it's viable as a consideration in communicating with diplomacy and tact.

- **Integrity :** Integrity is more than honesty. It is an alignment of : Words, tone of voice, body language Attitude, energy, and emotional intelligence you bring to every conversation, formal or informal

- **Time management :** The process of organizing and planning how to divide your time between specific activities. Good time management enables you to work smarter – not harder – so that you get more done in less time, even when time is tight and pressures are high.

- **Motivation :** The concept of motivation is defined as a "personality dimension which occurs as an inner drive or need that leads to sustained effort toward a specific goal." In most cases, the managers within an organization are held accountable for the performance of the people within their area of responsibility.

- **Common Sense :** A sound and prudent judgment based on a simple perception of the situation or facts So far, I've had the common sense not to tweet anything ghastly.

11.7 Check Your Progress :

- **Choose the Correct Answer :**

1. Assumptions are the enemy of _____.

    (a) real growth   (b) real power   (c) real joy   (d) real

2. Presentation skills are a combination of listening, _____ and written communications in one go.

    (a) thinking   (b) Verbal   (c) Expressing   (d) Reading

3. Hard skills are _____ without soft skills

    (a) Important   (b) Useful   (c) Useless   (d) Unimportant

4. _____ and artificial intelligence will result in a greater proportion of jobs relying on soft skills.

    (a) Mechanization   (b) Technical

    (c) activation   (d) Automation

5. Optimism works collectively through a direct _____ of all realities.

    (a) Assessment   (b) Evaluation   (c) Authentication (d) All of the above

11.8 Let Us Sum Up :

Soft skills are like a living organism in that they shift constantly. Communication is an ever–changing landscape, too.

The way you communicate with your sister is (hopefully) different than the way you communicate with your boss. The way you write a birthday card is different than the way you write an email to a client.

Always pay attention to the way you communicate. A simple email could be the only impression another person gets from you.

Considering the way you communicate, you'll advance both personally and professionally.

The soft skill is taken to be very imperative in the present time. The most essential part of the personality development is the soft skill. The soft skills do a kind of brushing of the personality of the individual. It brings about a drastic change in an individual.

The communication skill at the work place is the most required. One employee may have a specific knowledge about everything he/she has acquired through knowledge but until and unless he/she know how to portray that, all of his/her skill is a waste. At the end of the day what you say is important abut more important is how you have said.

11.9 Answer Key : Check Your Progress :

1. (a)	2. (b)	3. (c)	4. (d)	5. (a)

11.10 Glossary :

1. Inherent – inbuilt, ingrained

2. Interface – the point of interconnection or contact between entities

3. Collaboration – to work together with others to achieve a common goal

4. Diversity – difference or unlikeness, a variety

5. Self appraisal – identify own personality

11.11 Assignment :

1. How is Listening Skills implied as a new employee and as a manager ?

2. Explain as to why communication soft skills are important at the work place ?

3. Write and explain Interpersonal attributes.

4. Give a precise idea about personal attributes.

11.12 Activity :

Split your group into two even lines. At opposite ends of each line, whisper a phrase or short sentence to the person on the end and tell them to pass it on using only whispers, one person at a time. They can only repeat the phrase or sentence once.

While participants are busy passing the message along to the next person in line, play music or engage them in conversation to create some white noise. This will make it a bit more difficult but it will mimic real–life conditions, where distractions abound.

When the messages have made it to the end of each line, have the last person to receive the message in each line report out on what they heard. Next, have the first person to receive the message in each line report the original message and compare it to the final message received.

11.13 Case Study :

The Promising chemist who buried his result

Bruce, a research chemist for a major petro–chemical company, wrote a dense report about some new compounds he had synthesized in the laboratory from oil–refining by–products. The bulk of the report consisted of tables listing their chemical and physical properties, diagrams of their molecular structure, chemical formulas and computer printouts of toxicity tests. Buried at the end of the report was a casual speculation that one of the compounds might be a particularly effective insecticide.Seven years later, the same oil company launched a major research program to find more effective but environmentally safe insecticides. After six months of research, someone uncovered Bruce's report and his toxicity tests. A few hours of further testing confirmed that one of Bruce's compounds was the safe, economical insecticide they had been looking for.Bruce had since left the company, because he felt that the importance of his research was not being appreciated.

a. What was Bruce's research about ? Was it right on his part when he buried his result ?

b. What was found out after seven years ? Explain.

11.14 Further Readings :

1. Soft Skills for Everyone

   Author : Jeff Butterfield

   Publication : Cengage India Pvt. Ltd.

2. Everyone communicates, few connects

   Author : John C Maxwell

   Publication : Harper Collins Leadership

3. The Science of Effective Communication : Improve Your Social Skills and Small Talk, Develop Charisma and Learn How to Talk to Anyone (Positive Psychology Coaching Series Book 15)

   Author : Ian Tuhovsky

   Publication : Rupa Publications

GROUPS AND TEAMS

UNIT STRUCTURE

12.0 Learning Objectives :

i.   The unit will enable the students to understand the relevance of Groups and Teams in the formal world.

ii.   The presence of Primary and Secondary groups in Group and team Communication.

iii.   It will make the students understand the advantages and disadvantages of groups and teams.

12.1 Introduction :

The chapter will be focusing on the relevance of groups and teams in the professional world. What are the advantages and disadvantages of the presence of groups and teams ? The chapter has incorporated the concept of role and importance of group communication and it has also given idea about the different types of teams that exists at the work place

12.2 Groups and Teams : An idea

The main types of Communication occur typically in one of the three ways : verbal, nonverbal and visual. To effectively communicate with a group one has to Use appropriate forms of communication, use time wisely, encourage two–way feedback, define Clarity of roles and responsibilities, build the team spirit, resort to open door policy because when everyone is shut behind closed doors, it creates an atmosphere of secrecy, therefore these are the most imperative things to consider. It is equally important to use appropriately the online tools instead of meetings (if it is not too much necessary)

When communication occurs between two persons, it is called interpersonal communication. On the other hand, when more than two individuals are involved, it is called group communication. Groups such as families, work teams, friendship circles, committees, and teams are some examples.

12.2.1 Defining groups and teams :

The terms 'group' and 'team' are often used interchangeably. Is there really a difference between the two terms and if so what is it ? A starting point in exploring this difference is to say that all teams are groups but not all groups are teams. From this it follows that what is said about groups will apply to teams but that teams will have special characteristics of their own.

Groups may be formal or informal, primary or secondary.

Primary groups have regular and frequent interactions with each other in working towards some common interests or tasks. A small work group and a project team are primary groups. They usually have an important influence on their members' values, attitudes and beliefs.

Such groups can be formal, in that they were deliberately created to serve an organization need, or informal, in that the group forms outside formal structures to meet the specific needs of individuals. Informal teams are a powerful feature of organizational life because they bring together people who have common interests and concerns and who exchange knowledge and information.

Secondary groups are those whose members interact less frequently. These are often larger than primary groups (an example is a large committee). Their members do not have the opportunity to get to know each other well and as a result they are usually less cohesive than primary groups.

In today's organizations, more and more work is carried out by teams and groups of people working together towards a common objective. Making teams and groups work effectively is a challenging task for the manager. Bringing

individuals together can slow down and complicate everyday processes and conflict can make even the simplest task difficult to achieve.

Team working has benefits, however. It provides a structure and means of bringing together people with a suitable mix of skills and knowledge. This encourages the exchange of ideas, creativity, motivation and job satisfaction and can extend individual roles and learning. In turn, this can improve productivity, quality and customer focuses. It can also encourage employees to be more flexible and can improve the ability of the organization to respond to fast–changing environments. A team can achieve what none of the individuals within it can do alone; with the right dynamic, a collection of ordinary individuals can achieve extraordinary feats. But the converse can also occur : a team can fail to achieve what any of its members could have easily accomplished by doing it individually.

So let us find the difference between the two by separately studying the both.

12.2.2 Introduction to Group Communication :

As human beings, we tend to be in social circles around the people. We form relationships with one another naturally and are one of the essential elements of our life. They exist in several forms in our lives. When communication occurs between two persons, it is called interpersonal communication.

On the other hand, when more than two individuals are involved, it is called group communication. Groups such as families, work teams, friendship circles, committees, and teams are some examples. Groups may overlap and share common goals and objectives.

An individual may belong to one or many groups.

Groups also define the quality of life of a person in many essential ways. A group may strongly influence an individual. Also, the actions taken by groups define many of the decisions shaping the world. People are influenced by groups such that they experience and understand the world.

12.2.3 Group Communication :

Groups help us interacting with each other and making our self–identities. Group communication is interaction and exchange of information between culturally, geographically or linguistically alike people who are a member of a group.

In an organization, it may be defined as the mode by which the employees and employers, team members communicate with each other. In a market, it can be defined as how a business interacts with its targeted customers. Members may be identified by their standard set of symbols, a specific language or outer appearance. For example, the server may be used by someone in the information industry as the internet. In contrast, in the food industry, it may refer to somebody responsible for taking orders from the customers.

12.2.4 Importance of Group Communication :

Quality of communication between the members of a group is also an essential factor in making decisions and achieving goals. It has been seen that with the growing number of members in the group, the effectiveness of communication keeps on decreasing. For quality group communication, the group members must possess a sense of belonging and mutual respect to each other along with common goals. The importance of effective group communication increases in the business environment. Many variables play a part here.

Take the example of a seating arrangement : In a circular seating arrangement, members can make eye contact and communicate with everyone else in the group; hence a web network style is followed in communication where everyone can share ideas. It has been observed that this type of arrangement is most effective in idea generation, decision making and problem–solving.

The types of messages a group exchanges, determine the kind of the group. It can be a social group or a task group depending upon the nature of messages being exchanged by them. The quality of messages can also determine the roles played by each member of the group.

Group communication can consist of various types and means such as social media, print media, digital media, speeches, etc. This choice depends on numerous factors like the availability of the communication mode, the target audience, the cost of the communication initiative, etc.

12.2.5 Role of Group Communication in an Organization :

The primary purpose of group communication is to share information. The information can vary from person to person, depending upon his role. For example, the group leader may present the idea, and present relevant information and the other group members may give feedback. A group also communicates to manage conflicts along with making decisions to overcome the difficult circumstances. The exchange of ideas decides the future of the group and the goals which a group can achieve.

For example, the way the family members share problems and discuss them to solve decides the kind of bond they have and the respect they show to each other.

12.2.6 Primary and Secondary groups in Group Communication

There are mainly two types of groups : **Primary and Secondary**. It is dependent upon the degree to which the group meets one's needs.

The primary group meets most of the needs of the individual. The secondary group meets some of the needs of the individual.

Secondary groups generally include professional or workgroups. Here the goal is to accomplish a task. For example, the purpose of a member of a sales department is to sell.

When in a workgroup, a person can accomplish more than what he can accomplish individually. It is because people of different specialized skills,

experience, talents or education work together in combinations to overcome new challenges and find ways to create approaches that they would not have created alone by themselves.

But on the other hand, secondary groups may not meet your need for mutual understanding and sharing on personal levels. Family members can understand you better on the personal front than your co–workers.

12.3 Advantages and Disadvantages of Group Communication :

Group Communicationis a most talked about in the recent time; it is not exempted of drawbacks. Let us see some advantages and disadvantages of Group Communication in companies.

12.3.1 Advantages of Group Communication :

Let us have a look at some of the advantages of Group Communication now :

- With the help of Group communication, there occurs some idea generation because of the different viewpoints of different members that create a valuable knowledge pool for the organization

- With the assistance of Group Communication, organizations can come up with more comprehensive solutions, plus, group communication also helps in making decisions that appreciate better acceptance

- When a group interacts with superior authorities about some issues like pay raise, they will get more favorable outcomes compared to an individual interacting with top management for similar issues

12.3.2 Disadvantages of Group Communication :

Along with the advantages of Group Communication, there are some disadvantages as well, so let us explore them :

In the cases when because of the dominance of some superiors or dominant members, other participants do not share their actual and accurate viewpoints, then Group communication cannot be beneficial.

Group communication can also create productivity issues for a company when the group members involve in some other sorts of personal discussions that may deviate the focus of the group from the company goals

12.4 Teams : An Introduction of Teams :

Not every group of people is a team! Teams within organizations have unique characteristics and are often created for specific purposes. From Teams come the work done and therefore the term Teamwork has evolved.

Teamwork skills are essential to your success at work, no matter your industry or job title. Working well with clients, colleagues, managers and other people in your workplace can help you complete tasks efficiently while creating an enjoyable environment both for yourself and others.

Teamwork skills are the qualities and abilities that allow you to work well with others during conversations, projects, meetings or other collaborations.

Having teamwork skills is dependent on your ability to communicate well, actively listen and be responsible and honest. There are many other additional soft skills that can help you be an exceptional teammate at work we will discuss more below.

You will be required to work alongside others in every industry at every level in your career. Doing so in an empathetic, efficient and responsible manner can help you accomplish career goals, grow your resume and contribute positively to your organization. It can also help you build rapport with others. Building rapport can lead to deeper working relationships, new connections and possibly new opportunities.

12.4.1 Ways to improve Teamwork skills :

While it can take time and work to improve a soft skill such as teamwork, it is certainly possible to build these qualities. Here are a few steps you can take to improve your teamwork skills :

• **Get honest feedback.** It can be difficult to identify your own areas of improvement. Finding a trusted friend, colleague or mentor that can offer you honest feedback about your teamwork strengths and weaknesses can help you improve them.

• **Set personal goals.** Using both your own observations and feedback from others to form achievable, relevant and time–constrained goals can help you improve one teamwork skill at a time. Using the SMART goal framework is an easy way to set appropriate goals for your career.

• **Practice.** It takes time and practice to see improvements in your skill–set. Pay close attention to your teamwork interactions throughout the day both in and out of work. Take mindful steps to practice the specific qualities you are trying to build.

• **Mimic others with strong teamwork skills.** When you see examples of great teamwork, take note and identify why the interaction stood out to you. Apply those qualities in your own interactions when working with others.

Developing teamwork skills can help you both in your career and when seeking new opportunities. Take time to evaluate your current skill set and identify areas for improvement. With time and practice, you can begin building a strong set of teamwork skills.

12.5 Types of Teams in the workplace :

Teams have become standard in the business world. Naturally, academic institutions have implemented team–based projects to help prepare students for the workplace. 90 percent of corporate leaders feel today's problems are so complex, that they require teams to provide effective solutions. These leaders believe collaboration can fuel creative thinking and problem solving critical to positive business outcomes. The truth is, there are many different types of teams. Some teams are permanent while others are temporary. Some are part of the corporate hierarchy while others are adjunct. One thing you can be sure of is,

your career will involve working with teams. Let's take look at **the most common types of teams in the workplace.**

1. **Department teams :** Departmental teams have been around for quite some time. As a department team, individuals relate to specialty or focus he or she has mastered, with everyone working toward achieving goals outlined in the company's mission statement. Some examples include developer teams at a tech start up or the sales team at a marketing agency. Departmental teams are permanent and typically work on ongoing projects or goals.

2. **Problem–solving teams :** These types of teams are usually temporary and focus on solving a specific issue. For example, after the 2008 financial crisis, several organizational task force teams and governmental committees were created to come up with solutions to help the country climb out of a steep recession. Once guidelines were set in place and plans were formed, the task forces and committees were disbanded.

3. **Virtual teams :** A virtual team can be any type of team that communicates digitally rather than in person. Easier communication tools allow managers to build teams based on strengths and weaknesses rather than geography. It's important for students to master virtual skills early on in their academic career, as conference calls and WebEx presentations have become ubiquitous in the workplace.

4. **Cross–functional teams :** In most business settings, permanent team members are going to collaborate with other departments to tackle certain events for the company – such a new product launch. In these situations communication between internal departments is crucial in order to address the project goals.

5. **Self–managed teams :** These types of teams are the most empowered, as they have power to make decisions. Each team member brings a certain skill set to the table to make informed decisions, complete assignments or deliver services for customers. Companies that implement self–managed teams say their employees tend to feel more ownership of the project.

There are many types of teams that have become commonplace in companies. It's crucial for professors to not only help students understand how business teams operate, but to also give them the tech tools and data necessary to see how these interactions work in real time. Building teamwork is key across academia and business, so it is important to tackle challenges early on that could lead to dysfunctional teams down the road.

12.6 Advantages and Disadvantages of Teamwork in companies :

Teamwork is a very much desirable practice; it is not exempted of drawbacks. Let us see some advantages and disadvantages of teamwork in companies.

12.6.1 Advantages of Teamwork :

It is always better to start with the good news. Even though there are drawbacks that we will see later, teamwork has multiple virtues that make it a habit to adopt in almost any company. Let's look at some.

- **Increases productivity :** Whichever way you look at it, well applied, teamwork is a pump to raise the team's performance to notably. Teamwork allows you to distribute tasks so that each person takes care of the tasks for which he or she is better qualified. In addition, it will be easier to avoid work duplication, which will save time. And we leave for the end the most important thing : by sharing tasks and spaces, ideas flow and creativity soars, which increases performance beyond the individual capacities of each person.It is more pleasant, although there are people who prefer working alone, human beings like to share their experiences with others, and that is evident. Teamwork can provide extra energy at low times. Also, on an emotional level, feeling accompanied is more satisfying than working alone. All of this could have repercussions on important factors, such as absenteeism or job rotation.

- **Increases motivation :** Feeling part of a team is a spur to motivation. Sharing successes means having extra fuel for the day to day; doing the same thing with failures helps them to better deal with them and to seek joint solutions to overcome them and prevent them from recurring. Knowing that you have close support and that you work for a common purpose will make the team reach farther than a single person would.

- **Provides more learning opportunities :** People, who form a team; come from diverse backgrounds, their ways of being are different, they have training and all kinds of different professional and life experiences. It will be a continuous opportunity for them to continue learning things. Teamwork can enrich people both professionally and on a personal level, and that is priceless.

- **Facilitates organization :** To Plan and organize for a group is easier than doing so for individuals. Both communication and resource allocation will be easier to do if we target a few teams than targeting a large number of individuals. All this should improve, in addition, the coordination of all the people/teams that are part of the company.

12.6.2 Disadvantages of Teamwork :

And now we go with what's not so beautiful. Although well–conducted teamwork can offer great satisfaction, it won't always be easy to get things going like they should. Within the group, conflicts can arise or generate time waste and energy loss that might end up causing that each one leaves the way they came. Let's look at some possible problems.

- **The group can be divided into subgroups :** This one's a classic. Sometimes, as soon as a problem arises, the group will split. On other occasions, it will be the previous division that will generate the conflicts.

Usually, the subgroups will be formed based on personal affinities and will cause some people to end up defending ideas or positions based on such sympathies and not based on professional criteria. Failing to remedy this can lead not only to a decline in performance, but also to a breakdown of the team as a whole. To avoid this, it is advisable to encourage interaction among all members of the group and be clear that a divided team will be weaker.

- **Someone can try to impose their judgment :** Although teamwork should be guided by a leader, this should not be confused with imposing one criterion above that of others. Whether it is the boss or someone else who takes the initiative, all opinions must be respected and taken into account. Otherwise, we will lose the opportunity to take advantage of some good ideas, and we will be sowing the seeds for discord.

- **The team could waste too much time :** For the group to feel motivated, it is desirable that all of its members – or at least most of them – agree with the decisions that the team makes, and sometimes that won't be easy and will involve investing a great deal of time in reaching a common position. At other times, being in a group can generate distractions if the conversations are directed towards personal issues or matters that have nothing to do with the work that has to be carried out. You have to be careful with these kind of situations or else the results of the work will suffer.

- **Performance can decrease :** Especially when the groups are too large, there is this phenomenon in which some of the people who are in the team will work less than they would individually, hoping that the rest of the group will compensate for their reluctance. To avoid this kind of situation, it will be necessary to involve all the members of the group and to control that everyone is putting their grain of sand in order for the work to go forward effectively.

- **Some people can cause problems :** Teamwork is not for everyone. Some people even see it as proper, complete torture; they won't feel comfortable and will cause problems continuously. Don't force them to do it. Look for other solutions, such as allowing them to be more autonomous in their work.

As you can see, even though teamwork is, in theory, a good thing, it must be put into practice in such a way that it doesn't end up causing more harm than good. To finish, and while you put your head to think how to make your teamwork go smooth, we leave you with a sentence for you to reflect on :

"If you want to go fast, go alone. If you want to go far, go accompanied"
– African Proverb.

It really can be important for a company owner to decide how much teamwork will benefit their business and whether or not they should encourage it. There are several benefits that can be gained from it, including an increase in production.

12.7 Check Your Progress :

- **Choose the Correct Answer :**

1. There are mainly two types of groups :

    (a) Unilateral and bilateral   (b) Primary and secondary

    (c) Solo and duo   (d) Mono and Poly

2. "If you want to go fast, go alone; If you want to go far, go _____ "
   – African Proverb.

    (a) Accompanied (b) Together   (c) Solo   (d) Hitherto

3. The group can be divided into _____.

    (a) More groups   (b) Extra groups

    (c) Multiple groups   (d) Sub groups

4. 90 percent of corporate leaders feel today's problems are so_____, that
   they require teams to provide effective solutions.

    (a) Simplified   (b) Complex   (c) Unified   (d) Pluralistic

5. The main types of Communication occur typically in one of the three
   ways :

    (a) Diagonal, horizontal and vertical

    (b) Upward, downward and direct

    (c) Verbal, nonverbal and visual

    (d) None of the above

12.8 Let Us Sum Up :

The life cycle of teams can often closely resemble various stages in individual development. In order to maintain group effectiveness, individuals should be aware of key stages as well as methods to avoid becoming stuck along the way. Good leadership skills combined with knowledge of group development will help any group perform at its peak level. Teams, though similar, are different from groups in both scope and composition. Groups are often small collections of individuals with various skill sets that combine to address a specific issue, whereas teams can be much larger and often consist of people with overlapping abilities working toward a common goal.

Many issues that can plague groups can also hinder the efficacy of a team. Problems such as social loafing or groupthink can be avoided by paying careful attention to team member differences and providing clear definitions for roles, expectancy, measurement, and rewards. Because many tasks in today's world have become so complex, groups and teams have become an essential component of an organization's success. The success of the team/group rests within the successful management of its members and making sure all aspects of work are fair for each member.

12.9 Answer Key : Check Your Progress :

1. (b)	2. (a)	3. (d)	4. (b)	5. (c)

12.10 Glossary :

1. Formal – official, proper, organized

2. Complex – made up of multiple parts, composite, not simple

3. Informal – not organized, not ceremonious

4. Repercussions –

5. Affinities – the fact of and manner in which something is related to another, any passionate love for anything

12.11 Assignment :

1. Explain the importance of group communication in an organization.

2. What are primary and secondary groups ?

3. Discuss the advantages and disadvantages of group communication

4. Describe the types of Teams at work place.

5. Write and explain the advantages and disadvantages of Team work in company.

12.12 Activities :

1.   Blind Retriever :

The goal of Blind Retriever is to guide a blindfolded person to a certain point or a hidden object. The game is a great way to test how your employees work together under pressure and how well they respond to instructions. To play, split your team into small groups, blindfolding one person on each team. The first team that can successfully direct their blindfolded colleague to a hidden object wins.

2.   Human Knot :

Human Knot makes for a fun activity.

First, have your team form a circle. Have everyone put their right hands in the air and grab onto someone's hand across the circle. Then tell them to link left hands with someone else across the circle.

See if they can untangle themselves without letting go of anyone's hand. This activity lends importance to groups and team relevance in collective task.

12.13 Case Study :

Burger King Case Study

The likely strategy that Burger King is pursuing is the broad–differentiation strategy. By acquiring Tim Horton, BK will gain access to a broad range of customers by offering not only burgers and sandwiches, but coffee and baked goods as well. By purchasing Tim Horton, Burger King will become the third–largest fast food restaurant company in the world, with about $22 billion in system

sales (mostly franchised) and over 18,000 restaurants across 100 countries Burger King is known for using tax–cutting strategies.They have been able to reduce their worldwide taxes by more than 60% over the last few years. By purchasing Tim Horton, BK can change its tax domicile to Canada and save millions by switching to the favorable corporate Income tax rates. The US corporate tax rate is 35%, whereas the Canadian corporate tax rate is 30%, before various deductions and loopholes. Although, the deal is good news for the Investors and the share prices of the companies have gone up, the two major competitors– Mcdonald's and Subway are likely to remain unfazed. Even if Tim Horton and BK merge locations, Mcdonald's and Subway will still have more locations globally. Mcdonald's already offers its own cafe line and Subway offers coffee and baked goods as well.As there are no laws being broken in BK acquiring Tim Horton and moving their WHQL to Canada, I think they will be successful in cutting their tax costs.

1.   What is the likely reaction of competitors ?

2.   Do you think they will be successful ?

12.14 Further Readings :

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1.   Soft Skills for Everyone

   Author : Jeff Butterfield

   Publication : Cengage India Pvt. Ltd.

2.   Personality Development and Soft Skills

   Author : Barun K Mitra

   Publication : Oxford University Press

3.   English Communication Skills and Professionalism

   Author : Abhishek Chandel

   Publication : Enhances Research Publication

BLOCK SUMMARY :

The block is the accumulation of Soft Skills and other important elements included in it. Soft skills are the most needed skill in present time. It has talked about the interpersonal skills to get along with the people, its importance and its varied facets. It has incorporated the importance of Communication skills at the work place and lastly it has explained in the 4th unit on, how successfully one can co ordinate and co operate in groups and teams. These all elements collectively can make an individual successful in life.

BLOCK ASSIGNMENT :

1. Discuss the steps or process for online soft skill training

2. Write a brief note on soft skills.

3. Write the basic manners and office courtesies in terms of Interpersonal skills.

4. How can you develop your interpersonal skills ?

5. Elaborate at length the importance of communication soft skills and also explain how to apply them, no matter what your role is.

6. Write and explain the personal attributes in the context of communication soft skills.

7. Discuss the importance and role of corporate communication in an organization.

8. Explain the concept of Team and discuss the ways to improve Team work.

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Personality Development

BLOCK 4 : CORPORATE COMMUNICATION

UNIT 13   AN INTRODUCTION OF CORPORATE COMMUNICATION

UNIT 14   ROLE OF MEDIA IN CORPORATE COMMUNICATION

UNIT 15   MANAGEMENT OF CORPORATE REPUTATION

UNIT 16   CORPORATE GOVERNANCE AND CORPORATE SOCIAL
RESPONSIBILITY

CORPORATE COMMUNICATION

Block Introduction :

The block has incorporated following aspects: The Corporate communication is one of the key factors that determine whether companies thrive or fail. It impacts employee productivity, innovation, brand awareness and more. Corporate communications refers to the way in which businesses and organizations communicate with internal and external various audiences.The reputation of an Organization can make or break its future. Corporate communications must maintain an excellent reputation to ensure the Organization's continuous growth in future.Added to this is the corporate reputation, we can say that it is basically the overall estimation of the company or any organization that is held by the stakeholders of the internal and the external market. In simpler words, corporate reputation is the impression that significant people have about a business.Corporate Governance and Corporate Social Responsibility (CSR) focus on the ethical practices in the business and the responsiveness of an organisation to its stakeholders and the environment in which it operates. Corporate Governance and CSR results into better image of an organisation and directly affects the performance of an organisation.

Block Objectives :

1.   The objective of the block is to introduce the concept of Corporate Communication.

2.   It will acquaint the students with the Role; that Media plays and how the management of corporate reputation is done.

3.   It will help them to understand the concepts of Corporate Governance and Corporate Social Responsibility.

Block Structure :

UNIT 13 : An Introduction of Corporate Communication

UNIT 14 : Role of Media in Corporate Communication

UNIT 15 : Management of Corporate Reputation

UNIT 16 : Corporate Governance and Corporate Social Responsibility.

AN INTRODUCTION OF CORPORATE COMMUNICATION

UNIT STRUCTURE

13.0 Learning Objectives :

i.   The unit will enable the students to understand the concept of Corporate Communication

ii.   It will help them to understand the nuances of corporate identity and corporate image as well as management of corporate reputation.

iii. It will enable the students to learn the elements, scope, role and tips for improving corporate communication skills.

13.1 Introduction :

The chapter focuses on the introduction of the concept of Corporate Communication. The concept has a wide scope as it covers the role, various elements, and purpose of internal and external communication. It has also

incorporated the most essential tips for the improvisation of corporate communication. The chapter includes the objectives and importance of corporate communication in the recent times.

13.2 Corporate Communication : Meaning

In this modern, competitive landscape, a brand's identity needs to be unique, clear and consistent in order to set itself apart. A big part of making this successful lies in effective corporate communication.In a digitally connected world, corporate communication is one of the key factors that determine whether companies thrive or fail. It impacts employee productivity, innovation, brand awareness and more. "The communications model changes every six to seven months.

Corporate communications refers to the way in which businesses and organizations communicate with internal and external various audiences. These audiences commonly include : Customers and potential customers, Employees and key stake holders/investors, Partners, Media, Government bodies etc.In the digital age we now live in, corporate communication cover a wider range of materials than ever before. It's more than just a company handbook to introduce new staff members to your team, or a blog post promoting a big event you're hosting. It includes everything from emailing your employees that the coffee machine's broken to a press release about your latest product or development. Corporate communication condenses every single way your brand engages with your audiences, and plays a huge role in shaping how you're perceived by these groups.

13.2.1 Objectives of Corporate Communication :

The goals of a corporate communication plan should align with the overall goals of the company. Corporate communication objectives may include :

- Always being transparent with employees and customers
- Building credibility and establishing expertise in the industry
- Minimizing damage to the brand's reputation
- Preventing miscommunication and clarifying details

13.2.2 Importance of Corporate Communication :

Imagine a work environment where you had no guidance on how to communicate effectively with your colleagues and no policies on what to say to the outside world. It doesn't seem like that business would be very successful, does it ? The way an organization communicates with those within it and those outside of it is integral to its success. Communication policies and guidelines help employees share information to do their jobs effectively and support the organization's image externally.

13.3 Role of Internal Communications :

1. Internal communication happens when a business shares information within itself to its staff. Companies can internally communicate in writing through emails and memos or verbally at meetings and conferences. The main purpose of internal communication is to identify and share company goals. It's vital for employees to know what they are working toward. Goals can be company–wide, departmental or individual. Regardless, knowing what their purpose is at work helps employees to stay on track.

2. Creating a better work environment is another reason why internal communication is so important. By communicating within the company about organizational changes, sales numbers and human resources issues, businesses can create transparent and effective work environments where employees thrive. This helps to reduce turnover rates, attract new talent and increase employee satisfaction. Businesses can also stop company rumors before they start by ensuring they communicate openly and routinely with their employees.

3. Internal communication helps businesses to stay on brand and keep control of the message. By having a strong brand promise that is communicated internally, employees have a better handle on talking with customers and other external parties. With communication that leads to clear goals and well–trained staff, businesses have a better chance of ensuring that customer interactions are positive.

13.3.1 Purpose of External Communications :

1. External communication happens when a business exchanges information with customers, prospects, partners, suppliers, investors and other stakeholders outside of the company. It's integral that the organization implement policies that guide employees on what kind of information to share outside the company, who to share it with and how to share it.

2. Having guidelines on what kind of information to share with which party is important so that certain information doesn't fall into the wrong hands or create problems for the company. For example, if a company is developing a new product that will revolutionize the market, it's critical not to share specific details of that product with competitors before its release. However, the company may want to tell their valued customers, investors and partners about the product before anyone else.

3. Controlling negative information about the company is one of the reasons effective external communication is so important. By having a strategy in place, organizations can reach out to external stakeholders and discuss the issues at hand. If a company is dealing with a PR disaster, for example, having a plan to speak with the media and customers is an important part of handling the situation.

13.3.2 Ensuring a Unified Message Internally and Externally :

1. For a business to be successful, internal and external communication needs to work together to meet the goals of the company. For example, if the company shares conflicting information with its employees and its investors, they may have to deal with several unhappy and unmotivated stakeholders, which could lead to bigger issues.

2. Businesses need to look at both the internal and external audiences together to have a unified communication policy. For example, if a company is developing a brand message, it's essential to create talking points for both internal and external use together. That way, the company can develop messaging that appeal to their employees and motivates them to do their jobs, in addition to information that entices their customers and partners. If that messaging was developed separately, there might be conflicting ideas or different terms that are confusing both internally and externally.

13.4 Elements of Corporate Communication :

The image your company presents to its employees, customers and other stakeholders matters. It can affect whether a prospective employee wants to work at your organization or whether a consumer wants to purchase a product from your business. Corporate communication helps businesses to strategically create and control the messaging about and around their organization.Good corporate communication solves customer problems, builds credibility, prevents miscommunication and creates a strong brand image.

- Embodying the Vision, Mission and Values

- Corporate communication helps a business to identify and establish its vision, mission and core values. These foundational aspects of the business are on what the rest of the organization is built, from the products to the sales strategies to the operating procedures.

The vision, mission and core values should always shine through all corporate communication activities. For example, if your company's vision is to always use sustainable materials in your products, you can expand on that idea in the way you distribute corporate communications. Instead of printing out memos, send them via email. Focus on creating marketing brochures on recycled paper or donate funds to One of the benefits of corporate communication is that it helps to keep employees informed about the direction of the company. This helps to boost morale, increase engagement and help employees to understand what the future of the company holds for them.

Internal corporate communication includes companywide quarterly meetings, monthly departmental newsletters and readily available policies and procedures. By keeping the lines of communication open between management and front–line employees, organizations can increase retention and reduce hiring and training costs.

- **Solving Customer Problems :**

Corporate communication is an effective way to improve customer relations. By keeping customers informed about upcoming events or company updates, businesses can reduce the likelihood of problems. For example, if a business is going to be out of a popular product due to supplier issues, it is important to inform the customer base about the upcoming shortage. While customers may be upset to learn this information, they will appreciate knowing it in advance so they can plan accordingly.

- o   Environmental charities.

- o   Ensuring Employee Engagement

Businesses can use a multitude of channels to communicate with customers. These include email marketing, social media, post mail, website updates and in person at a store location. The key is to offer transparency to customers so you can establish a sense of trust and credibility.

- **Maintaining a Strong Brand Image :**

Corporate communication in brand promotion is vital for ensuring a cohesive company image. Businesses need to have a clear strategy for how they will communicate internally and externally and how that aligns with their brand. Businesses can use corporate communication to tell their brand story, which is about much more than what they do. The brand story includes why the company exists, what it values, how it is different and how it helps its customers.

Businesses can keep their employees updated on the brand through internal strategy presentations and corporate memos from senior leadership. Press releases, blogs, social posts and media interviews help to share the brand vision with customers, prospects and other external stakeholders like partners.

During negative press or problematic business operations that affect the perception of the brand, corporate communication can help diffuse the situation and present the company in a positive light again. Through community outreach and carefully crafted messaging, businesses can highlight the unique and beneficial aspects of their brand to distract from the negative publicity.

13.5 Scope of Corporate Communication :

When it comes to corporate communication, how you communicate with your employees internally is just as important as the image you portray to the public. That's why a strong corporate communication plan should include the following elements :

- **Employee communications,** including policies and procedures, events, team–building activities and newsletters

- **Public relations,** such as press releases, sponsorships, community outreach and crisis management

- **Internet marketing,** including social media, company websites, online advertising and apps

- **Customer communications,** which encompasses sales and marketing directly to potential clients and customers

- **Investor relations,** which keep shareholders and other investors regularly informed on the status and progress of the company

All of these elements of corporate communication should be integrated to ensure that the messaging, goals and target audience are streamlined and consistent. Establishing a good corporate communication plan requires a set plan for each discrete element.

13.5.1 Importance of Corporate Communication :

Setting and executing a solid corporate communication plan keeps your company on track to meet its goals. It also has a lot of other benefits that enhance your company.

The importance of corporate communication includes :

- Establishing a strong company brand that is recognizable through all corporate communication

- Ensuring that all employees from the top down know how to communicate that brand and feel comfortable doing so

- Building brand trust both inside and outside the organization

- Creating open channels of communication that allow for feedback, criticism and positive reinforcement

- Engaging with customers and clients and providing them a voice as well as a look into your company

- Enhancing transparency with employees, shareholders and the public

- Keeping your staff on track with goals and company messaging

When you make the importance of corporate communication a priority at your company, you will have an easier time developing a strategy that everyone gets behind and follows.

13.5.2 Creating a Corporate Communication Strategy :

When it comes to create a corporate communication strategy, it's vital that you **take the time to do it right.** Rather than just throwing together a bunch of good marketing ideas you have and executing them as you go, you should actually take the time to strategize what makes sense for your company.

When creating a strategy that includes the elements of corporate communication, you want to make sure the strategy is specific to your company. The elements of corporate communication for one company may look different from that of another. For example, a company that sells products at retail stores is likely to have a different strategy than that of an aesthetic services center that wants to draw in clients.

13.5.3 Planning for Corporate Communication :

For each component of your communication strategy, you should plan for the year. You should set targets, deadlines and realistic goals that you hope to meet both quarterly and annually. All department heads involved in each aspect of your corporate communications should be involved to represent their respective departments, such as the communications director, human resources director, internet marketing director and investor relations manager.

The scope of your corporate communication plan should be tailored to your company's specific needs and realistic targets. If the scope of your corporate communication plan is too broad and unrealistic, it may be impossible to achieve.

It's also a good idea to check in throughout the year to see if your targets are being met and if you need to make any changes to your corporate communication strategy.

13.5.4 Corporate Identity or Brand Image :

Corporate communication is the practice of developing, cultivating and maintaining a corporate identity or brand image. A solid corporate communications team provides initiatives to mold company image, communicate with internal and external audiences, and sustain a long–term positive reputation. Through public relations and wide–spread corporate communications, your customers, employees and clients can share in your company's successes.

• **Building a Reputation :** Corporate communication encompasses methods and processes in promoting a company's credentials, its positioning pitch and its acceptability in the marketplace. It involves a series of planned, interconnected activities and programs to communicate and engage with internal employees and externally with partners, customers and other stakeholders. Corporate communication helps highlight a company's annual earnings and achievements, its roster of products and services and its philanthropy and community outreach efforts. The intent at all times is to project a unified message and a consistent corporate identity.

• **Building Corporate Identity :** Corporate communication is generally acknowledged as the best possible method of building long–term corporate identity. A well–articulated and consistent corporate communication strategy, along with larger advertising and PR campaigns, reinforces a positive

image about your company. This practice has helped businesses, corporations and even startups to develop and sustain unique corporate brand identities. Strategic, timely and well–orchestrated corporate communication initiatives have helped companies to limit negative fallouts of market missteps, crisis scenarios or unseemly or controversial utterances by key business executives.

- **Building an Influence :** The top management or key business executives play an influential and nuanced role in shaping the corporate communication agenda of an organization. The communications team will follow their lead, and often use higher–ups and top management as part of their campaigns. Management can offer strategic inputs and suggestions to fine–tune specific programs and communicate key organizational highlights. The communications team takes these insights and translates them for their audience of clients, customers and employees. The relationship between upper management and the communications team is vital to sharing corporate wins.

- **Supporting the Corporate Communication Team :** The in–house corporate communication department is the key enabler of any corporate communication effort. A senior executive and the brand communication manager devise, develop and revise various initiatives. They understand the need to be flexible and account for evolving business environments and contextual organizational shifts. The team drafts news releases, prepares executive briefs for top management, ghostwrites op–ads, blogs, social media posts and columns for business managers and other higher–ups. The team arranges interviews of key personnel in relevant industry and trade publications or for panel–based programs on cable and network news channels. The department can also liaise with an external PR agency to manage nationwide PR campaigns and press conferences.

13.5.5 Benefits and Beyond :

A well–managed, flexible and sustained corporate communication practice can reap both medium and long–term benefits. It enables a company to have a distinctive identity in a crowded and intensely competitive marketplace environment. Customers are more loyal to the company and generally feel positive about buying or consuming the company's products and services. Business investors stay committed to investing in the company. Shareholders remain confident about the capabilities of key executives, and the long–term prospects and profitability of the company.

13.6 Tips for improving Corporate Communication Skills :

Many studies indicate candidates that have effective communication skills are the most desirable in a workplace. There are many ways to drastically improve corporate communication skills, but it is first important to be aware of its importance and the many misconceptions that exist about communication.Clare Christensen says, that having effective corporate communication skills is a must to achieving corporate objectives and personal goals."Communication is arguably one of the most important skills to have in a workplace to maintain strong relationships with colleagues, improve productivity and increase trust and reputation," Clare said.Regardless of whether you're a natural extrovert or introvert, communication is a teachable skill so here are three tips to consider when improving corporate communication skills :

- **Learn to actively listen :** A common misconception is that communication is just about how you speak or converse with peers, but that is far from the truth. Communication is a two–way street meaning that both parties should equally share the talking and listening.Learning how to actively listen to colleagues is just as important as how you converse with them and is an easy way to improve your corporate communication skills. It is important to be aware of what active listening looks like in order to improve. "Active listening can be as simple as asking for clarification, providing feedback where necessary, taking notes and asking engaging questions," Clare said."Employees who feel they are being actively heard will feel respected and appreciated, which can help businesses to achieve corporate communication best practices and overall goals."

- **Learn how you communicate non–verbally :** You may not be aware that your stance comes across as intimidating, or that your fidgeting can come across as a sign of no confidence. The majority of what you say is actually communicated by your physical cues, or body language, not by what you physically verbalize.Understanding and being aware of your body language, facial expressions, eye contact, nuances of voice and other non–verbal cues is very important when considering your level of corporate communication skills.Clare says adjusting minor habits can immensely improve your corporate communication skills."Improving your posture, maintaining eye–contact, confidently shaking hands, dressing the part and adjusting the tones and intonations in your voice can improve your corporate communication skills immensely," she said.

- **Inspire action :** Effective communication is about give and take, not just about instructing, lecturing and rambling. Whilst it is important to formally brief employees, corporate communication best practices involve inspiring action.By including calls–to–action, motivational quotes, company goals and objectives – and providing incentives – employees are more likely to resonate with a message and drive action.Our Communication Skills Training is akin to having your own personal corporate communication coach and can be key to boosting the communication skills of both employees and managers in your corporate domain. It will help you prepare for the unexpected and give you the confidence you need to successfully deliver your key messages to your target audience.

13.7 Check Your Progress :

- **Choose the Correct Answer :**

1. A well–managed, flexible and sustained corporate communication practice can reap both medium and ———— benefits.

   (a) Medium term   (b) Short to medium term

   (c) Long–term   (d) Short term

2. It is vital that you take the time to do it ————.

   (a) Right   (b) Fine   (c) All good   (d) Wrong

3. Scope of Corporate Communication does not include

   (a) Employee communication   (b) Public relation

   (c) Customer communication   (d) Social relation

4. Internal and _____ needs to work together to meet the goals of the company.

    (a) Practical communication   (b) Social communication

    (c) External communication   (d) Healthy communication

5. The objectives of Corporate Communication does not include

    (a) Always being transparent with employees and customers

    (b) Preventing fair communication and unclear details

    (c) Building credibility and establishing expertise in the industry

    (d) Minimizing damage to the brand's reputation

13.8 Let Us Sum Up :

The organization has to be sustained and successful so effective corporate communication strategy is very essential in tackling its communication challenges. As a result of the unpredictable nature and diversity of stakeholders, drawing up a corporate communication strategy can in fact be very challenging. Sometimes stakeholders still lack commitment to an organization no matter how the organization tries to keep them informed or involved. The management of Next Plc had trivialized this important fact and went on playing on their customer's intelligence by breaking consumer law in failing to refund delivery charges on goods bought online even when returned within seven days. The media got a hold of this activity and then made it public. This singular act could make it difficult for Next to achieve its own objectives with its stakeholders. The effect of it was damaging on the company's image and reputation but the management was quick to offer apologies to their customers before any further damages could be made.

13.9 Answer Key : Check Your Progress :

1. (c)   2. (a)   3. (d)   4. (c)   5. (b)

13.10 Glossary :

1. Credibility – reputation impacting one's ability to be believed

2. Intonation – the rise and fall of the voice in speaking

3. Introvert – to turn inwards, one who is considered more thoughtful than social

4. Cohesive– the state of working together

5. Extrovert – one who is out going, sociable

6. Inspire – to affect, to infuse

13.11 Assignment :

1. Describe the various elements of Corporate Communication.

2. Discuss the important tips for improving Corporate communication Skills

3. "Corporate Communication is the practice of developing, cultivating and maintaining a Corporate Identity or Brand Image". Discuss.

13.12 Activity :

Minefield :

"Minefield" is a physical game that will not only get both partners up and moving, but it will also require a great deal of trust and communication to complete the challenge.

You will need a blindfold for one partner, some space to navigate, and some objects with which you can create a minefield or obstacle course. Once the course is ready to go, blindfold one partner and bring them into the room.

The challenge here is for the non–blindfolded partner to guide the blindfolded partner through the obstacle course using only verbal communication. The couple will only succeed if the blindfolded partner has trust in their partner and the non–blindfolded partner is an effective verbal communicator. Feelings of frustration are common in this game, but it can be a great way to highlight issues in communication or, alternately, highlight the couple's communication strengths.

13.13 Case Study :

Domino's Pizza was embroiled in a viral crisis situation when two rogue employees posted videos of adulterated food on YouTube in April 2009. Tim McIntyre, Vice President of Communications, was part of the internal team that delivered the company's crisis communication plan through Twitter and YouTube. What makes this story so compelling is the social media aspect of both the crisis itself and the strategy for managing the crisis. Using a case study approach, it assesses Domino's decision to integrate the same medium that sparked the crisis into the strategies to manage the situation, and it questions the efficacy of best practices and principles of crisis management in the age of social media. The Domino's Pizza successfully applied crisis management strategies through the social media and came out of the crisis.

a.   What was the crisis that Domino's Pizza faced in 2009 ?

b.   State the importance of crisis management to handle media and save brand image of the company.

13.14 Further Readings :

1.   Corporate communication (Principles and practice)

Author : Jaishree Jethwaney

Publication : Oxford University Press

2.   Corporate Communications

Author : Paul A Argenti

Publication : New York : McGraw–Hill Higher Education (2013)

ROLE OF MEDIA IN CORPORATE COMMUNICATION

Unit 14

UNIT STRUCTURE

14.0 Learning Objectives :

i.   The unit will make the students aware of role of media in the corporate world.

ii. It will enable the students to understand the global scenario of the media presence and its future.

iii. It will enhance the knowledge about media characteristics as displayed by varied mediums like TV, Newspaper, radio etc.

14.1 Introduction :

The chapter will include the role of various medium of Media. The Media plays a crucial role. It can make an organization's image or it can break the image of an organization. Therefore it is imperative to understand the concepts of media relations, benefits of social media in public relation, the changing media scenario, its global beginning and its future. These are all included in this chapter. It has also included the media characteristics as displayed by varied mediums like TV, Newspaper and henceforth

14.2 Role of Media in Corporate Communication : An Overview

Corporate communication is a representative of an organization and is responsible for retaining the reputation and image of the organization. Corporate communication fulfills the functions of planning, organizing, leading and controlling.

It will not be incorrect to say that corporate communication is imperative to an Organization's growth and progress in today's time and age. It plays a vital role in ensuring an Organization stays afloat in an ever–changing industry and maintains a credible reputation amongst media, clients and general public.

Today, mostly Organizations maintain a separate and full–fledged corporate communications department. This department manages various communication needs and strategies both internal and external, media relations, crisis communication and internal communication within the Organization. The department is also responsible for the reputation of the Organization and its management, relationships with potential and existing stakeholders and government affairs. A corporate communication team has its hands in many pies, as my experience says.

A major role of this function lies in Branding, which is significant for an Organization as it defines them, their products, their message, and their overall objective to people. It is how they are defined in the media and how they are viewed by stakeholders and competition. Here, the role of corporate communication is to create favorable association around the Organization, and create a positive reputation both within the Organization and externally.

The reputation of an Organization can make or break its future. Corporate communications must maintain an excellent reputation to ensure the Organization's continuous growth in future. Not only this, they must also ensure the Organization has a promising future in an ever changing industry and remains credible amongst the general public, stakeholders, clients and media.

All said and done, corporate communication has been traditionally, and still is, to a large extent, best known for media relations. Media relations includes writing and distributing news releases, responding to media queries, ensuring the Organization is well represented in any relevant stories, panels, etc., through quotes, personal presence of the spokesperson, and also by pitching stories to media. Corporate communicators plan any press conferences pertaining to any announcement to be made, including selecting the site for an event, arranging for banners and other material (we call these collaterals in corporate communication dialect) to be displayed at the event, preparing press kits for distributing to the media and training the spokespeople to speak at news conferences.

Corporate communicators, also monitor newspapers, television news broadcasts and other outlets like online channels, etc., to see what the media is saying about the company and to devise strategies to address misinformation.

Besides all this obvious, Communicators also play a role in Corporate Social Responsibility (CSR), which refers to a company's respect and interest towards contributing to the society. This part makes the Organization look beyond its business interests and adapt to social implications and changes. This is usually done by engaging with various NGOs and participating in their work towards society.

Crisis communication is a very challenging task. An Organization may face challenges in the form of criminal allegations, media attacks or inquiries, violation of certain regulations regarding the environment, and more. This needs to be tackled extremely cautiously as per the Organization's clear directives. At such times, communicators should be always accessible to media and should come across as genuine while presenting their side of story. This always helps.

Corporate communicators also manage a company's website and social media presence, including monitoring what customers and clients are saying about the company on social networking websites and responding to inaccurate posts or requests for information.

The Public Relations part of corporate communications includes producing newsletters, brochures and other printed materials designed for the general public.

A great communications leader must always keep them aware of what's going on before the rest of the world does. They should be always be on–the–go and always accessible. This is a very important characteristic of a communicator. Corporate Communication includes lot of activities like management communication, marketing communication, and organizational communication. Management communication takes place between management and its internal and external audiences.

One of the simplest ways of understanding these different activities is to group them according to the role that they play within an organization, as below.

• Media and Public Relations

• Customer Communications and Marketing

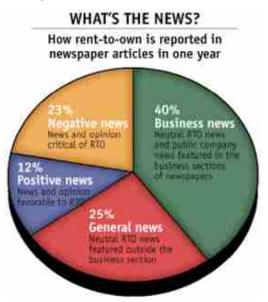• Crisis Communication

• Internal Communications

The role of media and information in effective communication : Media messages convey important influences. Newspapers, TV and radio are all important sources of basic information about other people and other places and this can itself help to engender understanding if presented in a fair, even–handed and non–inflammatory way.

14.3 Media Relations :

Organizations irrespective of their size had to build better relationships with the media. They must take time to cultivate relationships with the right people in the media. The assessment of accomplishment in the media relations business has for years been the amount of "ink" that a company gets, whether aided by in–house professionals or an outside consultant. Getting a lot of ink, means lots of articles written about a company, may not have any value if it doesn't help the company achieve the communication objective it started out in the first place. By conducting research, companies can avoid giving reporters' information that they are not interested in and communications need only occur when a company's media audience is most likely to be receptive. Responding to media calls are very important, most of the calls get directed to automated machines which would not differentiate between important and unimportant calls. The best solution for this would be to employ a person just to attend to this Responding to media calls are very important, most of the calls get directed to automated machines which would not differentiate between important and unimportant calls. The best solution for this would be to employ a person just

to attend to this. We should make sure when answering such calls to keep a friendly tone when checking the availability for an interview. Next step would be to prepare for media interviews. Depending on the type of interview, the media relation's professional should prepare the company representative for it. They must make sure they know in depth about the subject they are going to be interviewed about. Media monitoring and analysis is also an important tool for maintaining healthy relationship with media and helps us gauge our accomplishment with the media.

The most critical component, in media relations is maintaining ongoing relationships with the media which means developing and maintaining a network of contacts with the media. The most critical component, in media relations is maintaining ongoing relationships with the media which means developing and maintaining a network of contacts with the media. To build a successful media relation program the basic thing would be to involve the media relations personnel into the strategy, by developing in–house capabilities, we could also use the help from outside counsel. Media is no more just restricted to paper or television, internet is used on a large scale.

WHAT'S THE NEWS?
How rent-to-own is reported in newspaper articles in one year

There are various ways to interact online. Blogs are becoming quite a roar as they are publicly accessible personal websites that serves as sources of commentary, opinion, and information on a variety of topics.

In Terms of Handling Negative news badly : When a company encounters a crisis, the best way to handle it would be to come clean to the media and give their statement before things turn out bad and the company faces downfall.

The above article gives us an overview of managing media relations and also listed is a website of a media relations consultant's firm which gives an idea of how things are being done.

Tylenol Crisis of 1982 shows how effective media relations can help diffuse a possible explosive situation and maintain the reputation of the company. Johnson & Johnson the makers of Tylenol capsules immediately recalled all the Tylenol bottles. J & J also advertised in national media not to use the Tylenol capsules. It also put up a $100,000 reward to find the perpetuator of the crime. It also immediately introduced capsules that were triple sealed that were tamper proof and that coupled with heavy price promotions in the media ensured Tylenol retained the #1 brand image.

14.3.1 Benefits of Social Media in Public Relations :

Over the past five years a growing number of social media sites have sprung up, suggesting people are interested in sharing their experiences and linking with new found friends. But what benefits do networking tools like these give PR activity ?

- **Faster, widespread coverage :** Social networking enables instant sharing of information and, as the number of people using the Internet continues to rise, with many blogging themselves, releases you post can be easily picked up and posted by other bloggers and online journalists. This offers you wider coverage of your news and ensures it reaches a larger target audience.

- **Visibility :** Social media can be used to help you improve the public's awareness of your company and your overall business image as blogging and online mentions help to spread the word about your company. When your company establishes its presence online, it will become more visible which can be used to promote your business. The more readers you attract, the higher your number of followers will be and increasing your readership also increases the reach of your communications and how effective they are.

- **Increased communication :** With social media's ease of use, everyday people can post their thoughts on a variety of topics. Social networking sites allow you to ask questions and get answers quickly from any number of readers, with varying enthusiasms and experience. By using these communications channels, you can develop relationships with readers, which you can then use in PR activity and stakeholder targeting to ensure your posts are relevant and of interest so more likely to be read. Building on this initial relationship to engage and keep readers, and anyone they forward your blog link to, increases traffic to your website, giving it a better standing on search engines and attracting even more readers. Companies are also able to know what people are saying about their business so they can respond quickly to anything that arises or use their followers to dispel bad 'word of mouth'.

- **Easy integration :** Most people know how to use one or more social media tools so your company should aim to maximize its reader base by using your staff's online connections to promote your business, giving you a bigger reader base. The more people who know about your company, and what it does, the more likely your business will succeed and attract loyal customers.

- **Links and SEO :** Including links to relevant info and supporting documentation within your online content gives your copy authority which, in turn, means search engines notice it. If you link to established and respected domains, your web ranking will increase and bloggers and online journalists will think it is worth checking out and may even include links to it – or a mention – within their own content. To ensure your website climbs the search rankings, make sure everything you write is strong, topical and has lots of good information in it that will continue to engage readers. There is some evidence that 'likes' and links in Twitter are recognized by search engines – potentially improving your search rankings.

Social media is a great way for companies to keep their finger on the pulse of public opinion, increasing your company's customer base, learning about their preferences and then using this information to successfully tailor future PR activity. If you need a sense of the importance of social media channels remember that Facebook accounts for nearly one in four of all web page views in the US. In conclusion, social media's main benefit is keeping your company in the public spotlight, ensuring it is current and in touch with potential customers.

14.4 The Changing Media Scene in India :

The media scene in India today, primarily due to television, is so fluid that it requires of advertisers and agencies the ability to anticipate and to adapt to rapid change. TV attempts to reduce the country to a single media solution, but in reality each market has to be viewed on its own and then meshed into the larger national context

The media scene in India is changing very fast, especially in the past decade. On one hand, new media are emerging and affecting the existing ones. On the other hand, the consumption patterns of the media users are also undergoing a lot of transformations. Post–independence, the development of media was rather slow and unexciting. For twenty five years after independence, the growth of media such as print, cinema and radio followed a gradual and uneventful path, progressing slowly and steadily. Pressures of urbanization, growing literacy and development in technology did not affect the media significantly. The scenario was such a sad one that neither inter nor intra– media competition existed. This obviously translated into the fact that there was no strategy or planning on the part of the media. Essentially media marketing itself was an alien concept for most of the newspaper owners and the sole television operator – Doordarshan.

The first strains of change on this static environment were observed in the early eighties. These changes were introduced through technology : the development of grafting techniques in press and in electronics. The implications were two fold. On the first level, the reach of media was expanded and on the second level, the people were given more choice. Introduction of glossies among print titles, the expansion of the television network, establishing a radio commercial channel suddenly made life more exciting and entertaining for the vast majority of the urbanites. It was now, for the first time, that audiences were getting segmented by the titles introduced, new markets were opening up and a large number of people were coming under the media exposure. Another interesting fact during this time was the development of a new relationship between the media and the audiences.

Media patterns changed once again when sponsored programs on television became a regular feature. This initiative, along with the development and popularity of home videos changed the entire equation. People stopped frequenting cinemas, since the same films were conveniently available at home. Magazine readership also declined in favor of videos. Television, however, maintained its regular set of viewers during the period. It became a veritable obsession with the people. Programs such as the Mahabharat and the Ramayan were the opium of the masses. Now, television delivered important audience segments such as women, the rural affluent and children. At about the same time, easy access to technology and developing markets pushed publishers to add on new editions as well as supplements.

14.4.1 The Global Beginning :

Another change in the media environment came with the "Invasion of the Skies" in the early nineties. Satellite television found its way into India through CNN and the Star Network during the Gulf War. The monopoly of Doordarshan came to an end and there were multiple channels, giving the Indian viewer a choice of programs it had never been exposed to before. This, needless to say, introduced heavy competition among the channels and thus the programs' contents also improved.

Finally, Doordarshan had to deal with the fact that it was not the king of the skies any more : for the first time in India, the television viewer had the choice of deciding what to watch from over 50 channels. Faced with heavy competition, it had to revamp and introduce new channels in the metros and in regional areas. The competition became intense even within the satellite television players with the influx of regional channels and more and more international quality programming. It was realized that only those players who can adopt a market–savvy, strategic approach to differentiate their programming from the rest shall be able survive the media jungle.

Developments in wireless technologies and their decreasing costs have created opportunities for faster deployment of telecommunications services. This speed is critical for developing countries especially in rural areas, as the role of telecommunications in development is more significant for them. The uptake of wireless technologies has been rapid in most developing countries. For the most part, these have been cellular networks that operate in the licensed bands. The unparalleled growth of mobile service (operating in licensed bands) in almost all countries of the world has been driven by both technology as well as deregulation. While the rapid spread of such networks is unprecedented, it has so far been limited to urban and semi–urban areas.

Satellite Instructional Television Experiment (SITE) : It is considered to be one of the biggest techno–social communication experiments in education and rural development. The one–year experiment (August 1975 – July 1976) aimed to provide direct broadcasting of instructional and educational television in 2400 villages in the states of Andhra Pradesh, Bihar, Karnataka, Madhya Pradesh, Orissa and Rajasthan. Over 500 conventional television sets spread over 335 villages in Kheda district, Gujarat was also part of SITE. Satellite technologists had called SITE as

Leap–frogging from bullock cart stage to satellite communication did not discriminate between rural poor and urban rich for information and communication. It had given 50 years communication lead to rural poor of the country. SITE provided telecast for rural primary school children in the age group 5 – 12 years studying in grades 1–5. Rural adults viewed television programs on improved agricultural practices, health and family planning. They were also able to view news. Television was considered as window to the world. Both quantitative (survey) and qualitative in–depth (anthropological holistic study) evaluation indicated modest gains in some areas, whereas no gain or negative gain in other areas. The one–year duration was thought to be too little for any positive results. Based on the experiences and positive gains, INSAT satellite was launched in 1981. Since then a series of INSAT satellites have been launched and used for nationwide television telecast for education and development. The sad part is that, in spite of best efforts, satellite television has been used for entertainment more than rural development.

The other research says that access to satellite TV is of surprising value to the lives of rural Indian women and villagers in general. School enrolment among girls, family planning, hygiene, awareness about diseases and many more such milestones have been achieved by the electronic media. The newly 'wired' women also has become less accepting of spousal abuse, a bias in favor of having boys declined, and they look more likely to be able to spend money without a husband's permission. However, shows on satellite TV tend to focus on urban areas, where women's status is higher and are shown leading extravagant lifestyles. The rural people are not able to associate with those programs and shows. Customization as per rural needs has recently begun and has been appreciated even by the urban crowd. People are getting exposed to a set of attitudes that are more liberal, that are more favorable toward women, and they are changing their minds in response to that. Change is inevitable. Government has taken initiatives to start many such programs to generate awareness, some ran for years, others could never come out of papers and the rest bombed after the take off.

14.4.2 Media Terminologies :

The word **media** comes from the Latin word "middle". Media carry messages to or from a targeted audience and can add meaning to these messages.

Media Planning – Media Planning is the process of designing a strategic course of action that shows how advertising space and time can be used to present the message in order to achieve the advertiser's goal.

Media Objectives – Media objectives are goals to be attained by the media strategy and program.

Media Strategy – Decisions on how the media objectives can be achieved.

Media – The Various categories of delivery systems including broadcast and print media.

Broadcast Media – T.V., or Radio network or local radio station broadcast.

Print Media – Publications like Newspaper, Magazine, Direct Mail, etc.

Media Vehicle – The Specific Message Carrier, it can be a specific Television Show, or a Specific News Paper.

Coverage – Refers to the potential audience that might receive the message through the media vehicle.

Reach – Reach refers to the number of people that will be exposed to a media vehicle at least once during a given period of time.

Frequency – Frequency refers to the average number of times an individual within target audience is exposed to a media vehicle during a given period of time.

14.5 Media Characteristics :

There are two types of media for communication – mass media and interpersonal media. Interpersonal media is an expensive medium but highly useful for focused reach. On the other hand mass media like television, or radio, or newspaper are cost efficient and characterized by wide reach. Now, let's examine the characteristics of each of the mass medium.

1. **Television :**

   Following are the specific characteristics of television :

   • It is more impact–full as it is the combination of sound, sight, and motion,

   • It has broad reach and mass coverage,

   • It is highly intrusive medium,

   • It has high absolute cost but cost per thousand is moderate.

Television Characteristics	
Advantages	**Disadvantages**
• Mass Coverage	• Low selectivity
• High Reach	• High absolute cost
• Impact of sight, sound, and motion	• Short message life
• High prestige	• High production cost
• Moderate cost per thousand exposure	• Clutter

2. **Radio :**

   Following are the specific characteristics of radio :

   • It can reach out to remote audiences,

   • It is most cost efficient among all mass media,

   • Radio can reach mobile population,

   • Radio has local market identification.

Radio Characteristics	
Advantages	**Disadvantages**
• Mass Coverage	• Audio only
• Local coverage	• Clutter
• Low cost	• Fleeting message
• High frequency	
• Low production cost	
• Well segmented audience	

3. **Newspaper :**

   Following are the specific characteristics of newspaper :

   • Newspaper is a better option to provide detailed information,

   • A publication have different editions for different areas, so there is a geographic flexibility in newspaper,

   • Newspaper have different sections, so there is opportunity of targeting special interest groups,

   • Newspaper is vehicle for coupon delivery.

Newspaper Characteristics	
Advantages	**Disadvantages**
• High coverage	• Short life
• Low cost	• Only visual
• Short lead time for placing ads	• Clutter
• Ads can be placed in interest sections	• Poor reproduction quality
• Timely or current ads	• Selective reader exposure
• Can be used for coupons	• Low attention getting capability

4. **Magazine :**

Following are the specific characteristics of magazine :

• There are magazines for sports, corporate, business, women. children, etc., so we can say magazines have specific audience selectivity, as they are specialized,

• Magazines have longer life,

• Magazines provide them opportunity for message scrutiny, and geographic and demographic flexibility.

Magazines Characteristics	
Advantages	**Disadvantages**
• High coverage	• Only visual
• Segmentation potential	• Long lead time for ad placement
• High information content	• Lack of flexibility
• Longer life	
• Compatible editorial environment	
• Multiple readers	
• Quality reproduction	

5. **Outdoor :**

Following are specific characteristics of outdoor media :

• Outdoor media is easily noticeable, and it provides 24 hours coverage,

• Outdoor is location specific media, it has local market presence,

• Outdoor media is Cost efficient medium,

• It can be good reminder media.

Outdoor Characteristics	
Advantages	**Disadvantages**
• 24 hour coverage	• Short exposure time requires short ads
• Location specific	• Poor image
• High resolution	• Local restrictions
• Easily noticed	
• Cost efficient medium	

14.6 The Future of Role of Media :

• Traditional media include printed materials (books, magazines, and newspapers), broadcast communications (television and radio), film, and music. New media include all forms of communication in the digital world, including electronic video games, the Internet, and social media. The Internet has added a social aspect to video gaming that has bridged the generation gap and opened up a whole new audience for video game companies, including senior citizens and families. The prevalence of the Internet in modern daily life affects us in nearly every way, from how we receive our news, to the way we do business, conduct research, contact friends and relatives, apply for jobs, and even how we watch television.

• New media frequently trump traditional media for three main reasons : They are more immediate, are often free, and can reach a wider number of people.

• Modern media delivery has numerous advantages, including the speed at which content is delivered, the widespread reach of the Internet, and the low cost–most online content is free. The sheer amount of information available online has caused many critics to claim the information overload is bad for people's health; however, studies have not substantiated this theory. Online media delivery enables a wide range of voices and perspectives to be heard via blogs and social networking sites. These sites are also changing the way knowledge is consumed : from a one–way system (for example, through passively reading newspaper articles) to a dynamic process that involves an entire online community.

• Modern media delivery also has several disadvantages. Not all web pages are reliable sources of information; many are subject to user error (for example, on sites such as Wikipedia) or bias (for example, on partisan political blogs). The Internet also has economic disadvantages; it widens the digital divide between those who have access to the technology and those who do not (usually older people, people of lower economic means or educational status, or people in developing countries with poor infrastructure), and causes problems for traditional media, which are finding it difficult to profit from digital technology.

14.7 Check Your Progress :

• **Choose the Correct Answer :**

1. Satellite Instructional Television Experiment (SITE) is considered to be one of the biggest _____ communication experiments in education and rural development.

   (a) techno–social (b) socio–cultural (c) demo–social (d) agro–social

2. The _____ of Doordarshan came to an end and there were multiple channels, giving the Indian viewer a choice of programs it had never been exposed to before.

   (a) Duopoly (b) Supremacy (c) Solo presence (d) Monopoly

3. Corporate communications must maintain an excellent _____ to ensure the Organization's continuous growth in future.

   (a) Reputation (b) Image (c) Policy (d) practice

4. Crisis communication is a very _____ task.

   (a) Adventurous   (b) Challenging   (c) thoughtful   (d) presentable

5. There are two types of media for communication – mass media and

   (a) Social media   (b) Dialectical media

   (c) Interpersonal media   (d) Multi media

14.8 Let Us Sum Up :

The present day is the day of Media awareness. The Media plays a crucial role. It can make an organization's image or it can break the image of an organization. Dealing with the Media has become necessitated in the current time. Therefore corporate communication also incorporates the Media relation as one of the important component. The way it is dealt with and managed holds a lot of relevance and importance in the present circumstances.

14.9 Answer Key : Check Your Progress :

   1. (a)   2. (d)   3. (a)   4. (b)   5. (c)

14.10 Glossary :

1. Trump – an excellent person, a fine fellow

2. Customization – to build or alter according to personal preferences or specifications

3. Extravagant – extreme, wild, excessive, unrestrained

4. Leap frogging – jumping over some obstacle, to overtake, to progress

5. Pies – a whole of a wealth or resource, to be divided in parts, to reduce to confusion, to jumble

14.11 Assignment :

1. Discuss at length the varied Media characteristics in terms of different modes of Media.

2. Explain the benefits of Social Media in Public Relation.

3. What is the changing media scenario in India ? Elaborate.

14.12 Activity :

Role Play : The Ministerial Press Conference :

The Minister takes centre seat on podium, with the Director–General of Education sitting to their left. The Director–General would usually not speak or comment or answer questions unless the Minister introduces them or invites them to comment. They are often there to give advice if needed, and to show that they support what the Minister is saying. The Ministerial Media Officer will hand out the Government press release to the journalists and the Minister will make their statement about the bill and government policy based on the press release. The Minister or the Media officer will then invite the journalists to ask questions which the Minister will attempt to answer briefly and clearly in support of the statement. The journalists may try to focus the questions on particular aspects which the Minister may prefer not to emphasize; so they will constantly attempt to get back to their main message without looking like they are evading issues or refusing to answer questions.

14.13 Case Study :

Role of mass media

Mass media plays an effective role in the present society. It informs, instructs, entertains, and performs an important role towards ushering social change. The role of mass media can be studied : as an agent of social change; as a reflector of dominant values; and as a reinforce for strengthening dominant values.

In the Indian context, media generally reflects and reinforces the dominant values. A study of TV commercials substantiates this. Advertising in the contemporary period has emerged as a powerful means. By indirectly projecting the social norms regarding the expected behavior of women, TV commercials have acted as effective agents of reproducing patriarchal values. Patriarchal values are over–emphasized through 'glamorization' and 'naturalization' of domestic roles of women; glorification of the essential image of mother, representation of women in public life in soft roles and subordinate jobs, popularizing the image of women as sex objects; objects of beauty etc. A recent spot survey of TV commercials corroborates the above observations. Recognizing the potential of TV commercials in social life, it is imperative to initiate the process of social change through it for which some directions are suggested in the paper.

1. What role is played by mass media in the recent time ?

2. Describe the potential of TV commercials in social life. Is it really leading to the process of social change ?

14.14 Further Readings :

1. Corporate communication (Principles and practice)

    Author : Jaishree Jethwaney

    Publication : Oxford University Press

2. Corporate Communications

    Author : Paul A Argenti

    Publication : New York : McGraw–Hill Higher Education (2013)

MANAGEMENT OF CORPORATE REPUTATION

UNIT STRUCTURE

15.0 Learning Objectives :

i.   The unit will make the students understand the concept of corporate reputation.

ii.   It will enable the students to develop the understanding about the need of corporate reputation and importance of it.

iii. It will enable the students to know how to build a good corporate reputation.

15.1 Introduction :

The chapter will explain the concept of corporate reputation. It has elaborately discussed the need for corporate reputation in the present marketing scenario of an organization. Corporate follow a specific process to manage its reputation is also explained in the chapter. The entire explanation is through the case study of real world situation. The chapter has incorporated the ways to build the good corporate reputation.

15.2 Corporate Reputation : An Idea :

When it comes to an organization's success and benefits, one of the most import things that come to mind is the corporate reputation. There is no doubt about the fact that if a company wants to be successful in the first place then it will need a great reputation and that is the corporate reputation.

Having a good reputation would mean that the company is performing well and is able to provide the customers with what they need. So, there is no doubt about the fact that corporate reputation tends to be one of the most important aspects of a growing business.

But why is corporate reputation so important in the first place ?

If you are asking yourself this question as well then you are in the right place, my friend.

We are going to answer this question and so many more in this article. Stay tuned and read till the end if you don't want to miss out on the important bits and pieces.

By now we are pretty sure that you want to know what exactly corporate reputation is. Well, worry not as we are going to answer this question right here.

To define corporate reputation, we can say that it is basically the overall estimation of the company or any organization that is held by the stakeholders of the internal and the external market.

In simpler words, corporate reputation is the impression that significant people have about your business. The company's past actions and future predictions are the factors that govern the corporate reputation.

So, it seems quite inevitable that Corporate Reputation is a very important part of the businesses that decide what kinds of perceptions your audiences and prospects are going to have about your brand, its history, and its potential to survive in future.

Now that you know the definition of corporate reputation, we are going to have a little talk about the value of it as well. You see, corporate reputation is really important for any company or organization.

a. **Corporate Reputation :** Under corporate reputation management, there is a constant cycle, a loop of the different ways in which a consumer will interact with your brand. We've got the main touch points for customer interactions with a brand, which are public relations, advertising, media coverage, website, and online reviews and social media.

b. **Organizational Reputation :** Reputation is describe as a core intangible resource and represents the affective or emotional evaluation of a firm as part of the social construction process, at a point in time, and over time.

15.3 Need for Corporate Reputation Management :

A damaged corporate reputation won't self–correct. In fact, it will often spread like a virus because people tend to gravitate towards negative stories.

For example, if your search results contain a negative review, consumers will be more likely to leave one themselves. Similarly, if journalists find an unfavorable news story about your brand, they might write another one and link to the first. As a result of users clicking on and linking to your negative content, Google will rank it higher in the SERPs.

❖ **Corporate Reputation Statistics :**

• 25% of a company's market value is derived from its reputation.

• Four negative search results can cost you 70 percent of your potential business.

• 69% of job–seekers won't apply to companies with online reputation issues.

• 41% of companies have reported loss of revenue from a reputation–related event.

1. Negative online reviews :

Review sites often rank near the top of Google for branded search queries. That's bad news if you haven't actively solicited positive reviews from happy customers and employees. In fact, you may need to earn as many as twelve positive customer reviews to offset a single negative review.

One–star reviews from employees on sites like Glassdoor and indeed are even more problematic. Not only could those complaints influence customer decision making, but they may also scare away top talent.

2. Negative articles about companies or executives :

Fortune 1000 corporations and high–level executives are no stranger to bad press. Missed revenue goals, product recalls and scandals involving business leaders can all spark negative news articles. Even worse, if your company is well–known to the general public, bad news could go viral.

You'll need a carefully–mapped strategic approach to push top–tier news sites off page one. But online corporate reputation management of this scale isn't something you should tackle alone. Instead, you'll need help from a professional online reputation management service

3. Social media backlash :

Highly–engaged social media followers are an incredible brand asset. But be warned; they can quickly turn on you if you post something at odds with their beliefs.

Angry followers aren't the only pitfall you need to avoid. Trolls are constantly on the lookout for any type of social media blunder to exploit. Don't assume you can solve the problem by simply deleting negative comments and blocking followers, because doing so will only make things worse. You'll need to handle those situations very delicately.

4. Corporate crisis & issues management :

Corporate reputation consulting services also help to mitigate reputational damage in the event of a crisis. A robust online presence can hold back bad press, but that's not all. When you control more digital assets you can deliver key messaging more accurately.

5.   **Lack of a strong online presence :**

Most businesses don't grow into successful corporations unless they take care of their customers and employees along the way. However, there's a big difference between a great company and a great online reputation. Let me explain :

Perhaps you offer competitive salaries, desirable benefits and interesting perks. Your employees love their jobs, but they don't write employer reviews so nobody knows how great your company is. Further, if one rogue individual writes a negative review, people may assume that it represents your entire employee base.

Here's another example : You provide B2B services for global companies, and customers recognize you as the industry leader. Unfortunately, your industry rarely receives media coverage apart from a few unread press releases. As a result, one negative news article could infiltrate your search landscape.

When your company is underrepresented online, it's vulnerable to reputational damage from unfavorable search results. Our corporate reputation management services will strengthen your brand's online presence while protecting it from future incidents.

15.3.1 Importance of corporate reputation :

Your online reputation touches virtually every aspect of your business, and it directly affects your company's market value. Let's look at some of the areas that are hardest hit by reputation issues.

1.   **Hiring and retention :**

A Harvard Business Review study in 2016 found that having a bad reputation costs businesses at least 10% more per new hire. In other words, you'll need to pay more in employee wages to hire the same people as your competitors. And sometimes that isn't even enough. In fact, 69 percent of job seekers said they would simply refuse an offer from a company with reputation issues.

What's more, with the advent of employee review sites like LinkedIn and Glassdoor, it's easier than ever for your star employees to see how your business stacks up against the competition. If competitors have a good reputation and their search results are packed with positivity, you could lose key talent. Remember, the grass always looks greener on the other side of the fence.

When it comes to talent management, negative Glassdoor reviews and unfavorable search results can cost you in the form of higher salaries, additional training, costly employee turnovers and inexperienced staff, resulting in poor business performance.

2.   **External stakeholder groups :**

Large corporations rely on external stakeholders like private investment firms to fuel their growth. In turn, key stakeholders expect increased financial performance that will result in higher stock prices boosting their ROI (rate of interest).

It's a symbiotic relationship in which one hand washes the other. However, this delicate balance can be thrown out of whack by a tarnished company reputation. As sales and stock prices plummet and profitability fades away, investors will begin to question your corporate governance. Before long, they'll pull their investments and move on to more lucrative growth opportunities.

The same goes for strategic partnerships with other businesses and celebrity endorsements. If you don't make a concerted effort to improve the issue, others will begin to distance themselves from your company.

3. Customer retention and lead generation :

Customers expect to have a great experience if they spend money with you. And if they don't, they need to trust that you'll make it right. In fact, peace of mind is what transforms a one–time purchase into a lifetime customer.

Furthermore, if trust is this important for simple transactions, imagine how much it impacts industries like financial services, insurance, or B2B lead generation where customers spend hundreds of thousands of dollars. It's not just about lead gen. Loyal customers could depart if they sense that your business is on the decline.

Trust is critically dependent upon a positive corporate reputation. Negative reviews or complaints clogging up the first page of your brand's search results drive away qualified, conversion–ready leads.

15.4 Building a good Corporate Reputation :

Company stakeholders erroneously think their businesses have a good corporate reputation if their search results are free of negativity. Unfortunately, that exposes brands to significant reputational risk. A strong reputation actually means building a digital fortress around your search landscape that's capable of holding back the floodwaters of bad press.

In order to construct your fortress, you need to do extensive reputation research and map out a sophisticated strategy to shore up your weak points.

1. Own multiple web properties to control your narrative :

Owning one website for your business is a great first step, but you'll need more than that to gain brand equity in the SERP. The more web properties you control, the more real estate you can occupy in the search landscape. It's not just about protecting your brand, either. You'll also be better equipped to keep competitors out of your branded search results,

2. Craft a strong, engaging social media presence :

Social media is the mainstay of customer communications. People will turn to your corporate Facebook page to learn about product updates far more often than they would send a letter to your P.O. Box. So, it is crucial to maintain an active presence across multiple social media platforms. This also allows you to handle customer complaints before they boil over into a crisis.

3. Publish and optimize content :

Identify all of your branded keywords and create engaging content around them. Need to rank for reviews of your products or services ? How about competitor comparisons ? Remember, someone is going to write about those things, so you may as well control the narrative.

Write your content with SEO (search engine optimization) strategy in mind, but don't be robotic. Stuffing keywords into a 500–word blog post won't fool Google, and you'll sink to the bottom of the search results.

Reputation marketing is all about putting your best foot forward so key stakeholders discover an accurate and favorable brand story in your search engine results.

4.   **Assess reputation risk and prepare for crises :**

We cannot predict the future. Viral news cycles happen quickly and can cause devastating financial damage to brands.

However, you can assess your company's reputational risk and develop a strategy to manage a crisis. At a minimum, you should have a thorough public relations (PR) plan at the ready including a designated spokesperson.

5.   **Issue timely, topical press releases :**

Press releases and other corporate communications are an excellent way to let the general public know about positive company news. Think beyond sales pitches and new product releases, though. You should also talk about philanthropy and corporate social responsibility. The media loves stories about brands that care, and so do your customers!

But don't just pump out stories without a clear strategy. Learn how to write a press release from a reputation management expert. With the right optimization, you'll get much more visibility out of each one, while reducing the risk of inadvertently causing more reputation issues.

6.   **Manage your CEO's reputation :**

A survey done by Weber Sandwich estimated that 44% of a company's market value is attributable to the chief executive officer's reputation. And there are countless real–world examples to back that data up. Read our post about CEO reputation management for specific examples and best practices.

7.   **Corporate reputation management takes time – start today :**

Corporate reputation management takes a team of experts and a proven process powered by the right technology to achieve lasting results. Even large companies simply don't have the dedicated resources or expertise to effectively tackle this gargantuan, ever–evolving task.

That's why some of the most admired companies, including private investment firms managing multi–billion dollar portfolios, hire us to repair their reputations.

Fortunately, business leaders are beginning to recognize reputation as an incredibly valuable intangible asset. They understand that it gives them a competitive advantage and allows them to capture market share. More importantly, strategic management of brand image reduces risk.

However, not all reputation management companies operate with integrity. We never use cheap, temporary tactics that could hurt your business in the long run. We use expertise, experience, and a diligent, hand–tailored ORM approach that fits your brand's needs.

8.   **Corporate reputation management strategy :**

A good reputation doesn't exist in a bubble. It takes a carefully–mapped process and continuous action to protect your reputation from danger. Our strategies are custom–built for each client, but we often draw from the following tactics to address search issues :

15.5 Corporate Reputation Management Process :

*   **Expand your social media presence** – We'll claim untapped networks and social media accounts and optimize your profiles to rank for branded search queries.

- **Publish positive content** – We'll amplify your corporate social responsibility initiatives and ensure online publishers are talking about your good corporate citizenship. We'll also publish and promote positive news about company culture, growth and hiring.

- **Build brand expertise, authority and trust** – We can leverage company leaders and senior executives to bolster your online presence through earned media mentions and thought leadership articles.

- **Continuously monitor online mentions** – We'll discover and address negative content immediately. Finding harmful search results quickly will keep them from securing a foothold on page one of Google as well as other search engines.

- **Leverage SEO to boost positive content** – corporate brand management won't be successful unless it's underpinned by search engine optimization. The bigger your brand's reputation issue is, the more critical SEO becomes.

15.6 Case studies : An Insight into real world :

1.   Global Internet Company :

Business issue : The eighth year of this global study gauging opinions of the corporate brand within the context of reputational threats and opportunities.

Our solution : The research covered key reputation metrics in addition to qualitative questions around brand positioning, strengths and weaknesses, industry and societal issues. This is the eighth year of measurement among these key opinion formers for the company.

Impact : The research is seen as a critical plank in the strategic planning process. It informs the company's policy and message development strategy as well as guiding its key influencer engagement activities.

2.   Global oil and Gas Company :

Business issue : Research across eight markets that provides a focus for the client's global reputation management.

Solution : Includes Key Driver Analysis to identify priority issues and the definition and monitoring of Key Performance Indicators (KPIs). One of these KPIs is a composite "Trust Index" based on responses to selected attribute statements. Local communications teams have a high degree of autonomy – our role is instrumental in convincing them of the value of this research.

Impact : Research is helping to drive change throughout the organization by empowering local management teams with robust, relevant, strategically focused insights.

3.   Global consumer Products Company :

Business issue : We are working with a global consumer products company providing international reputation research and consultancy to support a strategic review of its brand architecture. This program represents a fundamental change for the company as it begins to endorse its product brands.

Solution : We are a strategic partner in the transformation process and collaborate with communications and business leaders across the organization.

Impact : Corporate brand featured in advertising for the first time. This generated external awareness and internal support for the realignment of the corporate brand.

Concluding Note : corporate reputation is one of the most important things that businesses should focus on. With the help of proper corporate reputation, the company can increase its value by a large margin.

Effective Corporate Reputation Management has been the prime reason for the success and sustainable grown of some of the top businesses around the world. Ensuring positive, constructive and productive online repute is going to be the key of your success.

15.7 Check Your Progress :

• **Choose the Correct Answer :**

1. Corporate reputation is the impression that _____ people have about your business.

   (a) Important   (b) dignified   (c) Elite   (d) Significant

2. Fortune 1000 corporations and high–level executives are no stranger to _____.

   (a) Good press   (b) bad press   (c) dull press   (d) dumb press

3. Company stakeholder's _____ think their businesses have a good corporate reputation if their search results are free of negativity.

   (a) Erroneously   (b) Seriously

   (c) Orthodoxy   (d) None of the above

4. It is crucial to maintain an _____ presence across multiple social media platforms.

   (a) passive   (b) active   (c) dormant   (d) seething

5. A good reputation doesn't exist in a _____.

   (a) rubble   (b) marble   (c) bubble   (d) pebble

15.8 Let Us Sum Up :

The management of corporate reputation is, "an opinion of stakeholders about corporate behavior that leads these stakeholders to value–generating behaviors towards their organization".

What is an adequate approach to measuring and managing reputation ? Experts debate whether stakeholders' opinions should be viewed as a set of perceptions, impressions, associations, images. It is entire Panorama of all the things to be incorporated. In the present time it is of an outmost importance.

15.9 Answer Key : Check Your Progress :

    1. (d)   2. (b)   3. (a)   4. (b)   5. (c)

15.10 Glossary :

1. Robust – strong, vigor, rough

2. Endorsement – a support, a backing, to write one's signature on the back of the check

3. Devastating – destroying, razing or ruining

4. Fortress – a large and permanent fortification, a palace, a place of defense or security

5. Threat – an indication of danger, a menace

6. Intangible – incapable of being perceived by the senses , incorporeal

7. SERP – Search Engine Research Page

8. SEO – Search Engine Optimization

15.11 Assignment :

1. What is corporate reputation ? Explain the importance of corporate reputation.

2. Write the corporate reputation management process.

3. Discuss the need for corporate reputation management.

15.12 Activity :

Role play on customer services

Corporate reputation management requires companies to listen to the people who support their business : customers, employees, stakeholders, and local communities.

Portray as customer desk executive and take feedback : Your ability to listen to customers, in particular, is critical. This is why you should see customer feedback as a valuable gold mine. It contains data essential to understanding and improving the customer experience. Monitor, manage, collect, and analyze online reviews, social media comments, survey responses, call center notes, customer phone calls and emails, and other forms of customer feedback and Voice of the Customer data.

By managing customer data and making sense of massive amounts of feedback, you can understand not only what customers are talking about – but also how they really feel.

15.13 Case Study :

Cadbury Worm–Infested Bars (2003)

Crisis Management : "Plan for the worst; hope for the best"Despite the best planning and foresight, organizations inevitably find themselves in a crisis from time to time.

In a story that would make any chocolate–lover reel in horror, two bars of Cadbury's Dairy Milk bought in Mumbai, India, were found to be infested with worms.

Cadbury were not quick out the blocks to deal with this one and they denied any chance of contamination happening in the manufacturing stage, clashing with the FDA and the media as a result.

Soon realizing the scale of the issue, the company pulled all its advertising and ran an educational PR project for the media. Publications were kept up to date with the improvements to production and they even changed their packaging.

Cadbury's did face a huge plummet in sales initially after the incident, but thanks to aggressive advertising, they were almost back to pre–crisis levels after 8 weeks and the company reclaimed its throne at the top of India's chocolate industry.

1. How did Cadbury try to manage the crisis it faced ?

2. Was the decision taken by Cadbury a right move ? Explain

15.14 Further Readings :

1. Corporate communication (Principles and practice)

   Author : Jaishree Jethwaney

   Publication : Oxford University Press

2. Corporate Communications

   Author : Paul A Argenti

   Publication : New York : McGraw–Hill Higher Education (2013)

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CORPORATE GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITY

UNIT STRUCTURE

16.0 Learning Objectives :

i.   The unit will make the students learn the concepts of corporate governance and corporate social responsibility.

ii. It will enable to understand the business need of CSR and its importance

iii. The unit will enable the students visualize the basics of Corporate Governance and its best practices.

16.1 Introduction :

The chapter is the inclusion of the meaning of the concept of corporate governance and the practice of corporate social responsibility. It has briefed about the need of the Corporate Governance and has explained, what is the importance of corporate social responsibility in the recent time as well as what is the social responsibility of an organization towards an employee ? It has focus on the

practice of CSR around the world. It has also explained the basics of corporate governance.

> ## 16.2 Corporate Governance and Corporate Social Responsibility : An idea

Corporate Governance and Corporate Social Responsibility (CSR) focus on the ethical practices in the business and the responsiveness of an organisation to its stakeholders and the environment in which it operates. Corporate Governance and CSR results into better image of an organisation and directly affects the performance of an organisation.

The terms corporate governance and corporate social responsibility sound similar, but there is a very important difference between them. Both processes are important for corporations, industries and society at large. Both can have a positive or a negative impact on corporations and societies.

Corporate culture is becoming a hot topic on Wall Street, and for good reason. Culture has a major impact on employee retention. Corporate identity and image say a lot about what a corporation values and thus drastically affect its branding. The path to corporate profitability often rests with corporate social responsibility, which entails paying more attention to the issues that matter most to employees, customers and whole communities.

16.2.1 Meaning of Corporate Governance :

Corporate governance is a term that refers to the rules, practices and processes that govern corporations. Board directors and managers are the major players in corporate governance, but employees, vendors and other stakeholders also have a stake in corporate governance. Compliance requirements, regulations and laws ensure that corporations are fair to their shareholders, consumers and employees. Corporate governance also provides a process for corporations to compete fairly within their industries.

Corporations and industries differ in many ways. Size, assets, ownership and other issues make it impossible to enact exact rules and laws for every situation that corporations face. Corporate best practices evolved as a standard of basic principles for corporations to strive for to demonstrate that they're governing themselves well, and that they're operating with honesty, integrity and accountability.

Despite the difference between corporate governance and corporate social responsibility, corporate social responsibility holds a prominent place for many corporations under the umbrella of good corporate governance. Corporate social responsibility isn't a requirement, or even an expectation, for corporate boards. Yet, many corporate boards find that it's in the corporation's best interests to become involved with corporate social responsibility on some level. Corporations may demonstrate their support by investing in financial resources, promoting social messages and, in some cases, becoming bold activists.

16.2.2 Meaning of Corporate Social Responsibility :

If you mention any major headline, you're bound to find a host of opinions on both sides of the issue. Major headlines often have an impact on employees in one or more ways. To mention a few, sexual harassment in the workplace, diversity, global and political issues, environmental issues, natural disasters, human rights, and data privacy and protection are big societal issues.

Several incidents have brought workplace harassment and inequality onto the agenda items in boardrooms across the nation. Susan Fowler, a software engineer for Uber, blew the whistle on sexual harassment at the company with an essay that ousted the CEO. The Me Too movement started in 2006 and went viral after allegations of sexual harassment against film producer Harvey Weinstein surfaced in 2017. Supreme Court candidate Brett Cavanaugh is under fire, as several victims have alleged that he committed sexual assault against them when he was young. The Pew Research Center did a survey this year that showed that employees feel that 50% of men get away with sexual harassment in the workplace. About 46% of employees feel that society has a tendency not to believe female accusers.

These incidents have prompted corporations to have zero tolerance policies for sexual harassment and enhance their internal reporting policies. The issue is also motivating corporations to review whether they afford women equal opportunities for employment.

The headlines have also given fair attention to diversity beyond gender lines. Corporations have responded by giving a larger voice to their employees regardless of culture, language, age, sexual orientation, disability and background. This effort demonstrates that the corporation values a wide range of identities and perspectives.

CEOs of successful enterprises have shown that they aren't afraid to take a stance on national issues that affect their employees. The CEOs of Apple and Face book took a public stance on the Trump immigration ban. Corporations have also taken public stances on issues such as public lands legislation, transgender people in the military and white supremacy. NPR and other media reported that CEOs pressured the President with concerns about withdrawing from the Paris Agreement.

Recent times show a trend toward corporations taking more focused action on social policies where they feel they can make a positive impact. They're devoting more resources toward proactive initiatives.

Natural disasters have had a major impact on corporations. As a result, some corporations are shifting their efforts away from recovery and more toward prevention, mitigation and climate resilience. To that end, corporations are relying on innovative technology and re–inventing business models with the goal of managing critical and unpredictable changes related to the climate.

Consumer expectations for quality products have increased in recent years, forcing corporations to set higher standards for their suppliers. Consumers have also demonstrated loyalty to corporations that commit to human rights and environmental concerns within global supply chains. In addition to assessing quality products and value–based pricing, consumers are devoted to environmental performance such as water conservation and human rights issues such as human trafficking.

Date breaches have also been a social concern, and that trend shows no indication of slowing down. Corporate boards still need to prioritize privacy and data protection and pursue it as heavily as when media reports of date breaches were new. Corporations are putting more of their financial and human resources into protecting personally identifiable information, as they should.

Board Portals Support Similarities and the Difference between Corporate Governance and Corporate Social Responsibility

Diligent Corporation recognizes the complexity and weight of corporate board decisions. The duties and responsibilities of boards motivated Diligent to create Governance Cloud, a suite of software solutions that support good corporate governance, which gives them the time and resources to focus on corporate social responsibility. The tools within Governance Cloud provide the high level of security that boards need for secure communications, board evaluations, board books and minutes.

The digital tools that comprise Governance Cloud motivate board directors to ask better questions to gain insight about their normal board duties, as well as to think beyond that and factor in how the corporation positively affects the greater community, the nation and the world. Only Diligent offers a fully integrated suite of software solutions that supports corporate governance and corporate social responsibility.

16.2.3 CSR and Corporate Governance : Two Sides of the Same Coin

Corporate governance is essential for a well functioning economy and the practice of good corporate governance is the lubricant that greases the machine of the corporate world. The point here is that companies that practice good corporate governance are also those that are socially and environmentally responsible.

Being a good corporate citizen means that companies have to be internally well governed and externally responsible. In other words, CSR and corporate governance are two sides of the same coin. The implication here is that unless corporate practice good governance they are unlikely to have a social conscience and hence the first step towards CSR is through practicing the art of effective corporate governance.

The role of the board of directors and the management is especially critical since they are the final arbiters of the actions of the companies. The buck stops with them and hence they have to ensure that the companies that they represent are run effectively and at the same time take into account the social and the environmental concerns. It is not without basis that companies like Dow Chemicals and Pfizer are routinely accused of malfeasance and unethical behavior since they have outstanding liabilities as a result of their past actions. On the other hand, companies like Unilever and Infosys are often held up as examples of the way in which effective corporate governance can be practiced. The choice for other companies is clear : either they set their own house in order and comply with social and environmental norms or they run the risk of a sullied image among the investors and the consumers at large.

The next aspect is that the employees and the stakeholders including the shareholders have an important function to perform as far as the twin objectives of good corporate governance and the practice of CSR are concerned. Since effective corporate governance means that internal democracy and external responsibility go hand in hand, all the stakeholders have a duty towards the company to persuade the management to follow ethical and social norms of doing business. This is a manifestation of what has been called shareholder activism and stakeholder involvement which means that the entire stakeholder and the shareholders can exercise power over the actions of the board and the management to steer them towards the practice of good corporate governance and CSR.

Finally, the pressure groups and the consumers at large can vote with their wallets and their unrelenting focus on the actions of the corporates to bring about

effective corporate governance. As the cliché goes, charity begins at home and hence corporates need to ensure that their internal governance models are robust before they embark on CSR. In conclusion, there is a mass awakening of sorts that is happening with society at large waking up to the need for corporates to be ethical and socially responsible and conscious. Hence, no corporate can afford to ignore the telltale signs of consumer and stakeholder focus on these aspects.

16.3 The Business Need for Corporate Social Responsibility :

Corporate Social Responsibility or CSR makes for eminent business sense as well when one considers the knock–on effect that social and environmental responsibility brings to the businesses. For instance, corporations exist in a symbiotic relationship with their environments (the term environment refers to all the components of the external environment and not to ecological environment alone) where their exchange with the larger environment determines to a large extent how well they do in their profit seeking endeavors.

When one considers the fact that the RBV or the Resource Based View of the firm is all about how well the firm exists in harmony with its external environment and how this exchange of inputs and outputs with the environment determines the quality of its operations, it can be inferred that socially responsible business practices are indeed in the interest of the firm and the argument against imposing hidden social taxes on the firms by undertaking socially responsible business practices might not hold good in the current business landscape.

Indeed, the world since the days of Friedman has changed so much that socially responsible business practices ought to be the norm rather the exception and the various readings surveyed for this paper do seem to indicate that it is high time for businesses to engage in responsible behavior.

However, there is a tendency to treat CSR as yet another cost of business and hence be business like about the practice. So, mainstreaming the idea might not bring the desirable effect unless the media, the businesses, and the citizens themselves understand what is at stake and behave accordingly. Paying lip service or corporatizing the idea of CSR might not be the intended outcome of the proponents and the advocacy groups that promote this idea. Rather, a change in the mindset and attitude is what these groups have in mind when they push for socially responsible practices.

It has been mentioned elsewhere that CSR as a concept and as a paradigm ought to be woven into the DNA of the corporations and when the very fabric resonates with the threads of social responsibility; the goals of conscious capitalism and compassionate corporations would be realized.

Hence, a cautionary finger wagging is due for those who believe that since the concept of CSR has been mainstreamed, they can relax in the knowledge that corporations would do the rest. Given the history of profit seeking and mercantilist behaviour where fads and ideas come and go but the very nature of the corporations mutates rather than undergoes a fundamental change, we still have some distance to cover before the goals of the idea of CSR are achieved. Further, we should not end up in a situation where the imperatives of the 21st century force corporations to change their behavior. Instead, a voluntary mindset change is something that is better suited given the vast resources that corporations have and which they deploy to resist change and thwart those that push for legislation that aims to do so.

16.3.1 Importance of Corporate Social Responsibility :

Corporate social responsibility allows organizations to do their bit for the society, environment, and customers as well as stake holders.

Let us go through the importance of corporate social responsibility.

The term corporate social responsibility gives a chance to all the employees of an organization to contribute towards the society, environment, and country and so on. We all live for ourselves but trust me living for others and doing something for them is a different feeling altogether. Bringing a smile to people's life just because your organization has pledged to educate the poor children of a particular village not only gives a sense of inner satisfaction but also pride and contentment. One should never forget the importance of society and environment in our lives. It is indeed high time when we also start thinking about people around us who are less privileged and fortunate than us. Corporate social responsibility gives an opportunity to organizations to work towards the betterment of the society and make it a better place to live.

Corporate social responsibility goes a long way in creating a positive word of mouth for the organization on the whole. Doing something for your society, stake holders, customers would not only take your business to a higher level but also ensure long term growth and success. Corporate social responsibility plays a crucial role in making your brand popular not only among your competitors but also media, other organizations and most importantly people who are your direct customers. People develop a positive feeling for a brand which takes the initiative of educating poor children, planting more trees for a greener environment, bringing electricity to a village, providing employment to people and so on. You really do not have to invest much in corporate social responsibility activities. Do not undertake CSR activities only to gain publicity but because you believe in the cause. There are many organizations which tap remote villages, some of which are even unheard as an initiative of corporate social responsibility.

Corporate social responsibility also gives employees a feeling of unparalleled happiness. Believe me, employees take pride in educating poor people or children who cannot afford to go to regular schools and receive formal education. CSR activities strengthen the bond among employees. People develop a habit of working together as a single unit to help others.Infact they start enjoying work together and also become good friends in due course of time. They also develop a sense of loyalty and attachment towards their organization which is at least thinking for the society. Who does not like to work with an organization where management is kind enough to take out time for the society and contribute in their own small way ? Ask yourselves, when is the last time you did something for your society, customers, stake holders or environment ? Corporate social responsibility also goes a long way in building a positive image of the brand. Trust me, your brand becomes a "common man's brand". People start believing in the brand and nothing can help you more than your customers trusting you and your brand. Positive word of mouth eventually helps to generate more revenues for the organization.

In today's scenario of cut throat competition, everyone is so occupied in chasing targets and handling the pressure at workplace that we actually forget that there is a world around us as well. Have you ever thought about those who can't even afford proper meal twice a day ? If you can take some time out of your busy schedule, please try to visit a village once. You would be surprised to see how

people manage their lives there. Corporate social responsibility in a way also plays a crucial role in the progress of the society, which would at the end of the day benefit us only.

16.3.2 Social Responsibilities of Organization towards Employees :

What is an organization without its employees ? It is nothing. Employees are said to be the true assets of an organization. Even the best of technology or best of infrastructure would not be of much use if employees do not perform up to the mark and are not satisfied with their current profiles.

As they say, "charity always begins at home". The first and the foremost responsibility of an organization towards its employees is to ensure that they are happy and satisfied with their jobs. It is unethical to treat employees as mere machines and expect them to work continuously for eight to nine hours at a stretch just because they are being paid. Do not treat your staff as labors. Management needs to ensure that individuals associated with their organization are actually enjoying what they are doing and also growing with time. Job profiles ought to be delegated equally as per expertise, knowledge and educational qualification of individuals so that no one is overburdened. Provide healthy working conditions to your employees. Assign proper workstations or cubicles for them to work comfortably and eventually deliver their level best. Everyone needs some amount of privacy and make sure your employees get the same; else soon they would be frustrated with their job and look for better opportunities.

Sit with your employees from time to time and try to find out whether they are happy with their job or not and if at all they are facing any problems in the system ? It is the responsibility of the management to look after the safety of its employees. Ensure your office building is resistant to fire and earthquake. You can't play with the lives of so many individuals. Till the time an employee is on official duty, it becomes the responsibility of the organization to assist him/her in case of a medical emergency or other serious concern. If one of your engineers gets hurt at your site, it is your responsibility to immediately take him to the hospital and provide basic medical assistance.

Crisis can come anytime. So if an employee asks for some advance from his/her salary, please do not say a blunt 'NO'. Analyze the whole situation and find out how serious the whole issue is ? He/she might need some money to treat his/her ailing father. It would be really inhuman to deny help during such circumstances. I don't think there should be much of a problem in this; after all, he is asking money from his own salary only. God forbid, if any of your employees dies, make sure you extend your sympathies and support to his/her family members to cope up with such an irreparable loss. Whenever your employees need your help, make sure you are there with them. A feeling of loyalty towards the organization comes only when the management treats all its employees as part of one big family and takes good care of them.

Stand by each other not only during happy times but also sad moments. Remember; the fun is to enjoy not only the happiness but the challenges together.

Encourage employees to praise and appreciate each other. Give them ample opportunities to show their talent. Provide them an environment where they can hone their skills with time. Problems arise when management puts a full stop on the growth of employees. Ask them to interchange roles, so that everyone gets to work on something new. Timely appraisals are important. It is the responsibility of the management to ensure that employees who are working really hard and

showing progress are suitably rewarded. Incentives, cash prizes, bonuses go a long way in not only motivating the employees but also creating a healthy and positive ambience at the workplace.

16.4 The Practice of Corporate Social Responsibility (CSR) around the World :

The last article dealt with how Corporate Social Responsibility (CSR) evolved from its early beginnings in the 1950's to a full–fledged business imperative by the second decade of the 21st century. If we turn our gaze to the geographical evolution of the concept i.e. the way in which businesses in different regions across the world adopted and implemented the idea, we find that there is no uniformity in the timeline nor there is a consensus on what actually constitutes CSR among businesses in different parts of the world. For instance, CSR as a concept found its feet more in Europe than in the US though the latter was responsible for its early initiation into business literature.

The fact that the "green consciousness" and the "green movement" secured major gains in Europe meant that companies and firms in the continent were more amenable towards CSR than their counterparts in the US. However, in recent years, there has been a "leveling off" with the body polity in the US recognizing the need for businesses to be held accountable and hence shaking off the long inertia that enveloped them during the time Europe was making rapid strides in implementing CSR.

This has led to the mainstreaming of the idea of CSR to the extent that we have reached a point (in the West) where CSR is a business imperative in the same way taking care of the workforce is. The policies and programs that have been launched by many firms routinely include their commitment towards CSR and their affirmation of the need to be socially responsible. However, the other continents like Asia and Latin America were lagging behind for a long time in even recognizing that businesses have a social responsibility. Though this might seem primitive or Luddite to say that businesses need have absolutely no responsibility towards society, the fact that many firms and businesses in these regions practiced a variety of capitalism that was unique to those countries and which included a certain inbuilt social conscience.

Hence, while it cannot be said that these regions and countries were left behind totally, the concept as it is perceived in the West was not being practiced here. Many commentators in these countries initially dismissed the idea of CSR as an imperialist construct and something that is a luxury much in the same way that early adopters in US and Europe faced these accusations. However, in recent decades, countries like India and Brazil have indeed taken the lead in making businesses adopt policies that are socially responsible, environmentally conscious, compassionate in their human dimensions and thrifty in their use of natural resources. The United Nations has had a significant role to play in universal acceptance of the idea of CSR with their promotion of the "Global Compact" to which various countries are signatories. This global compact binds the signatories to universally accepted principles of social responsibility which the businesses in those countries ought to follow and which is tracked for implementation

Many believe that only public companies or large, established companies with many shareholders need to be concerned about, or can benefit from, implementing corporate governance practices. The reality is that all companies – big and small, private and public, early stage or established – compete in an

environment where good governance is a business imperative. One size doesn't fit all, but right–sized governance practices will positively impact the performance and long–term viability of every company.

This belief that corporate governance "doesn't apply" comes from a view that it's only theoretical and doesn't impact the bottom line or performance, is costly to implement, is "bureaucratic" (and slows decision–making), it can't be tailored to a company's size and stage of development – or all of these. But in reality, all companies compete in an environment where good governance is a business imperative in relation to things like :

- Raising capital;

- Securing debt;

- Attracting and maintaining talented, qualified directors;

- Meeting the demands and expectations of sophisticated shareholders; and

- Preparing for potential acquisition / exit or next phase of growth.

16.5 Corporate Governance Basics :

"Corporate governance" doesn't have a single accepted definition.Broadly, the term describes the processes, practices and structures through which a company manages its business and affairs and works to meet its financial, operational and strategic objectives and achieve long–term sustainability.

Law : Corporate governance is generally a matter of law based on corporate legislation, securities laws and policies, and decisions of the courts and securities regulators. Generally, directors owe a duty of loyalty to the companies they serve, and have a fiduciary duty to act honestly, in good faith and in the company's best interests. Corporate governance is also shaped by other sources, like stock exchanges, the media, shareholders and interest groups. Corporate governance practices help directors meet their duties and the expectations of them.

Relevant Factors : The objective of corporate governance is to promote strong, viable competitive corporations accountable to stakeholders. But one size doesn't fit every company, and there's no uniform, comprehensive set of policies or practices : the "right" ones depend on several factors, including :

- The nature of the business;

- The company's size and stage of development;

- Availability of resources;

- Shareholder expectations; and

- Legal and regulatory requirements.

Benefits : Proponents of corporate governance say there's a direct correlation between good corporate governance practices and long–term shareholder value. Some of the key benefits are :

- High performance Boards of Directors;

- Accountable management and strong internal controls;

- Increased shareholder engagement;

- Better managed risk; and

- Effectively monitored and measured performance.

16.6 Top 5 Corporate Governance Best Practices :

Right–sized governance practices will positively impact long–term corporate performance – but companies must design and implement those that both comply with legal requirements and meet their particular needs. Here are the top 5 corporate governance best practices that every Board of Directors can engage – and that will benefit every company.

1. **Build a strong, qualified board of directors and evaluate performance :** Boards should be comprised of directors who are knowledgeable and have expertise relevant to the business and are qualified and competent, and have strong ethics and integrity, diverse backgrounds and skill sets, and sufficient time to commit to their duties. How do you build – and keep – such a Board ?

2. **Define roles and responsibilities :** Establish clear lines of accountability among the Board, Chair, CEO, Executive Officers and management.

3. **Emphasize integrity and ethical dealing :** Not only must directors declare conflicts of interest and refrain from voting on matters in which they have an interest, but a general culture of integrity in business dealing and of respect and compliance with laws and policies without fear of recrimination is critical. To create and cultivate this culture.

4. **Evaluate performance and make principled compensation decisions :** The Board should :Set directors' fees that will attract suitable candidates, but won't create an appearance of conflict in a director's independence or discharge of her duties.Establish measurable performance targets for executive officers and establish a Compensation Committee comprised of independent directors to develop and oversee executive compensation plans.

5. **Engage in effective risk management :** Companies should regularly identify and assess the risks they face, including financial, operational, reputational, environmental, industry–related, and legal risks.

16.7 Check Your Progress :

• **Choose the Correct Answer :**

1. Corporate Governance and Corporate Social Responsibility (CSR) focus on the _____ in the business.

    (a) Ethical practices   (b) Real practices

    (c) Practical practices   (d) Logical practices

2. CEOs of successful enterprises have shown that they aren't afraid to take a stance on national issues that affect their employees.

    (a) local issues   (b) Social issues

    (c) Demographic issues   (d) National issues

3. The full form of CSR is

    (a) Co operative social role   (b) Corporate Social Responsibility

    (c) Corporate specific role   (d) Cooperative specific responsibility

4. The fact that the "green consciousness" and the "green movement" secured major gains in _____.

    (a) USSR   (b) US   (c) Europe   (d) Australia

5. _____ Governance practices will positively impact long–term corporate performance.

(a) Right–sized   (b) True ones

(c) Evaluated ones   (d) None of the above

16.8 Let Us Sum Up :

The corporate governance and corporate social responsibility is of outmost importance in the present time. Corporate social responsibility as social regulation, have responsibilities toward stakeholders beyond shareholders. Finally, the pressure groups and the consumers at large can vote with their wallets and their unrelenting focus on the actions of the corporate to bring about effective corporate governance. As the cliché goes, charity begins at home and hence corporate need to ensure that their internal governance models are robust before they embark on CSR. In conclusion, there is a mass awakening of sorts that is happening with society at large waking up to the need for corporate to be ethical and socially responsible and conscious. Hence, no corporate can afford to ignore the telltale signs of consumer and stakeholder focus on these aspects.

16.9 Answer Key : Check Your Progress :

1. (a)   2. (d)   3. (b)   4. (c)   5. (a)

16.10 Glossary :

1. Cliché – a stereotype, a saying

2. Embark – to start, begin to engage, to enlist

3. Compensation – a recompense or reward for service, set–off

4. Consciousness – the state of being aware, witfulness

5. Uniformity – sameness, alike and lacking variety

6. Relevant – directly related, current, pertinent to a topic

16.11 Assignment :

1. Explain the concepts of Corporate Governance and Corporate Social Responsibility. Also explain that both are two sides of the same coin.

2. What is the Business need for Corporate Social Responsibility ?

3. Write the top five Corporate Governance best Practices.

4. What are the Corporate Governance Basics ? Explain.

16.12 Activities :

Make a group of the youths of around your age in your society or flat. Allocate the responsibilities of maintaining the society and allocate different task as responsibility to specific youth as per their interest. This will enable the youths to shoulder the responsibility and understand that they can bring the change and can support the elders coordinating in the society maintenance task.

A form of CSR and corporate governance (informally)

16.13 Case Study :

LEGO – Build the Change

It is Hard to believe that this initiative has its roots in a letter to the company from a nine–year–old child.But it's true.A couple of years ago, LEGO received a letter that said :

"When I grow up, I want my kids to grow up in a healthy world."

And as it turns out, it wasn't the only time young people shared their ideas for improving the world.

In response, the company launched 'Build the Change initiative' – a series of events held around the globe, giving children a voice to tackle various challenges they face. Lego wants these events to be a place where kids can creatively explore and collaborate on solving problems.Each event has a theme, i.e. "build your school, neighborhood, etc." and as LEGO says, its goal is to : 'emphasize those children's ideas and creations are the inspiration for the future'.

Good CSR should be aligned with company values and the brand, LEGO does an excellent job of keeping all three strong.

1.   Do you agree that the practice of LEGO was a good move ?

2.   What is the main crux of the case ? Explain.

16.14 Further Readings :

1.   Corporate communication (Principles and practice)

       Author : Jaishree Jethwaney

       Publication : Oxford University Press

2.   Corporate Communications

       Author : Paul A Argenti

       Publication : New York : McGraw–Hill Higher Education (2013)

3.   Global Perspectives on Corporate Governance and CSR

       Author : Guler Aras and David Crowther

       Publication : Routledge (2009)

4.   A Handbook on Corporate Governance and Social Responsibility

       Author : Guler Aras and David Crowther

       Publication : Routledge (2010)

BLOCK SUMMARY :

The block is incorporation of the concepts like; corporate communication : It impacts employee productivity, innovation, brand awareness and more. Corporate communications refers to the way in which businesses and organizations communicate with internal and external and other audiences. The reputation of an Organization can make or break its future. Corporate communications maintains an excellent reputation to ensure the Organization's continuous growth in future. Added to this is the corporate reputation, we can say that it is basically the overall estimation of the company or any organization that is held by the stakeholders of the internal and the external market. In simpler words, corporate reputation is the impression that significant people have about a business.Corporate Governance and Corporate Social Responsibility (CSR) focus on the ethical practices in the business and the responsiveness of an organisation to its stakeholders and the environment in which it operates. Corporate Governance and CSR results into better image of an organisation and directly affects the performance of an organisation. These are four different perspectives of corporate communication which are included in the Block.

BLOCK ASSIGNMENT :

1. Write a detailed note on corporate identity and brand image.

2. State the role played by internal communication. Also write the purpose of external communication.

3. Discuss the global beginning of Role of Media.

4. What is the future of Media on the basis of role that it is performing in the recent time ?

5. How do the Global companies manage corporate reputation ? Explain with reference to case studies as mentioned in the unit of Management of corporate reputation.

6. Suggest various ways to build a good corporate reputation management system in an organization.

7. What is the importance of Corporate Social Responsibility ?

8. Discuss the Social Responsibility of an organization towards its employees.

9. Give a briefing about CSR Practice around the world.

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