



BAOU
Education
for All

Dr. Babasaheb Ambedkar
Open University

(Established by Government of Gujarat)

Soft Skills & Emotional Intelligence

MA JMC 12

Sem 03



MASTER OF ARTS - JOURNALISM AND MASS COMMUNICATION

Message for the Students

Dr. Babasaheb Ambedkar Open University is the only state Open University, established by the Government of Gujarat by the Act No. 14 of 1994 passed by the Gujarat State Legislature; in the memory of the creator of Indian Constitution and Bharat Ratna Dr. Babasaheb Ambedkar. We stand at the seventh position in terms of establishment of the Open Universities in the country. The University provides as many as 81 courses including various Certificate, Diploma, UG, PG as well as Doctoral to strengthen Higher Education across the state.



On the occasion of the birth anniversary of Babasaheb Ambedkar, the Gujarat government secured a quiet place with the latest convenience for University, and created a building with all the modern amenities named 'Jyotirmay' Parisar. The Board of Management of the University has greatly contributed to the making of the University and will continue to this by all the means.

Education is the perceived capital investment. Education can contribute more to improving the quality of the people. Here I remember the educational philosophy laid down by Shri Swami Vivekananda:

“We want the education by which the character is formed, strength of mind is increased, the intellect is expands and by which one can stand on one’s own feet.”

In order to provide students with qualitative, skill and life oriented education at their threshold. Dr. Babasaheb Ambedkar Open University is dedicated to this very manifestation of education. The university is incessantly working to provide higher education to the wider mass across the state of Gujarat and prepare them to face day to day challenges and lead their lives with all the capacity for the upliftment of the society in general and the nation in particular.

The university following the core motto ‘स्वाध्यायः परमम् तपः’ does believe in offering enriched curriculum to the student. The university has come up with lucid material for the better understanding of the students in their concerned subject. With this, the university has widened scope for those students who are not able to continue with their education in regular/conventional mode. In every subject a dedicated term for Self Learning Material comprising of Programme advisory committee members, content writers and content and language reviewers has been formed to cater the needs of the students. Matching with the pace of the digital world, the university has its own digital platform Omkar-e to provide education through ICT.

The University is offering MA in Journalism and Mass Communication course under the School of Humanities of Social Sciences, it aims to emerge its learners as excellent communicators in the global arena by developing skills in thinking, reading, writing, and editing, audio-video production and more.

With all these efforts, Dr. Babasaheb Ambedkar Open University is in the process of being core centre of Knowledge and Education and we invite you to join hands to this pious *Yajna* and bring the dreams of Dr. Babasaheb Ambedkar of Harmonious Society come true.



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Soft Skills & Emotional Intelligence

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Dr. Babasaheb Ambedkar Open University
(Established by Government of Gujarat)

MAJMC-12
Soft Skills & Emotional Intelligence
(Elective Paper)

Paper

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UNIT : 1**IMPORTANCE OF SOFT
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1.0 LEARNING OBJECTIVE

This unit briefly discusses:

- Identify various soft skills,
- Utilize logical, systematic, and orderly procedures to meet objectives
- To get a realistic perspective of work and work expectations

1.1 INTRODUCTION

‘Soft skills get little respect but will make or break your career Peggy Klaus’

Soft skills play an essential role in achieving professional growth and employment. With the knowledge of soft skills, one stands out in a crowd of job seekers with even mediocre skill and talent. There is no doubt that hard skills i.e., knowledge and technical expertise are prime requirements, for employability but without soft skills it becomes difficult for even highly talented people to corner a job. The most common traits asked by every prospective employer are positive work ethics, good attitude, and desire to learn and be trained.

Good attitude being a behavioural skill cannot be taught. But consistent practice and training can instil that in a person. Right perspective and readiness to learn and turn the situation to a positive outcome, take responsibility of one's action with the capacity to take any challenge, so the job seekers must possess soft skill to attract the employer.

1.2 WHAT ARE SOFT SKILLS?

According to researchers conducted in Harvard and Stanford Universities only 15% of your career success is provided by your hard skills, whilst another 85% by so called soft skills. “Soft skills get little respect but will make or break your career” (*Peggy Klaus*).

“Soft Skills” correlates with some terms of a very close meaning: “Life Skills”, “Emotional Intelligence Quotients”, “Social Skills”, and “Interpersonal Skills”.

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 act 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 and thematic responses including as expressed in World Youth Report (2003), World Program for Human Rights Education (2004), UN Decade on Education for Sustainable Development (2005), the World Development Report (2007), and so on. 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 inter- personal 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.

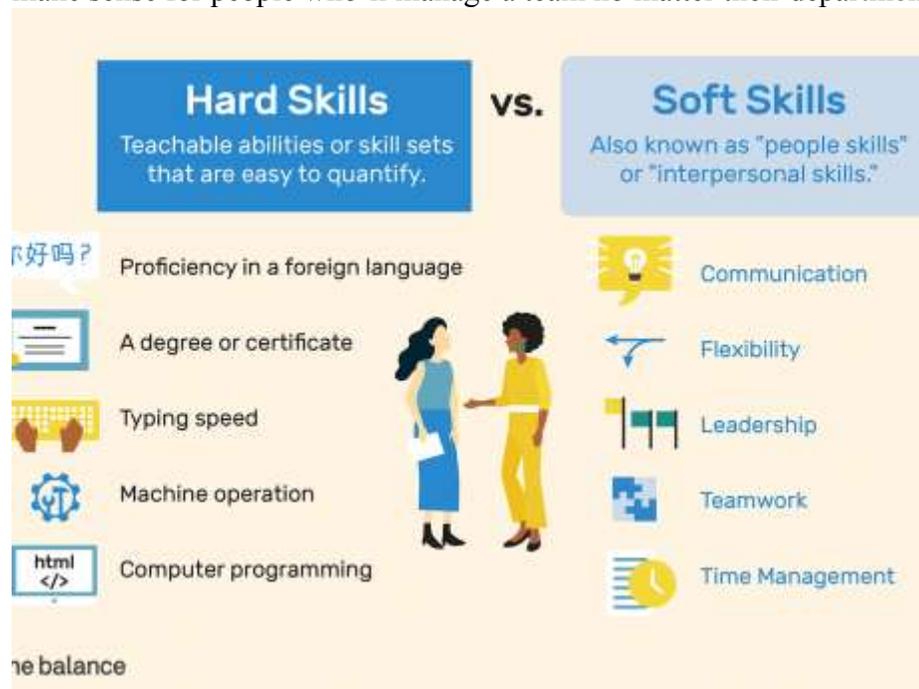
1.3 HARD SKILLS VS SOFT SKILLS

Hard skills are technical procedures/tools related to our field. Examples include work place productivity tools (Unit II), computer protocols, etc. These skills are typically easy to observe, quantify and measure. By contrast, “soft skills” are typically hard to observe, quantify and measure. Soft skills complement hard skills, which are the technical requirements.

Hard Skills, also called technical skills, are job-specific, relevant to each position and seniority level. In other words, each position in every company will require a unique hard skills list. For example, an accountant

needs to know how to reconcile bank statements, while that knowledge is unnecessary for a developer. At the same time, reconciliation is important for accountants no matter their level of experience, but preparing business budgets is a skill that's not usually required of a junior accountant.

Soft Skills are general characteristics, relevant to personality traits. Some soft skills you'd like to see in all employees regardless of their position or expertise, while other soft skills make sense in certain jobs and are less important in others. For example, if you value collaboration in your company, you want to hire employees who are great team players and can communicate well with others. On the other hand, networking and relationship-building skills might be essential for sales and marketing roles, but irrelevant for engineering roles. Likewise, leadership abilities make sense for people who'll manage a team no matter their department.



1.4 SHORT HISTORY OF SOFT SKILLS

'Soft Skills' can be traced back to the US Military between 1968 and 1972. The military had excelled at training troops on how to use machines to do their job. But they were noticing that a lot of what made a group of soldiers victorious was how the group was led. This bothered the military as they weren't train for that. So they went about creating a method to capture how this knowledge was being acquired.

Paul G Whitmore is the name that comes up the most in these documents. His team came up with the contrast between working with something that is physically hard like a machine and anything else which is soft to the

touch. From this research three criteria were created to judge if a skill is 'soft' or 'hard':

- Degree of interaction with a machine
- Degree of specificity of behaviour to be performed
- Typical kind of on the job situation

The US Military invented the term 'soft skills' to contrast with 'hard skills' that involved working with machines. But they weren't trying to be derogatory towards these skills. They wanted to create a technological way of training and measuring how well their troops were performing. 'Soft skills' were taken seriously.

1.5 IMPORTANCE OF SOFT SKILL

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 (*Kumar, A., 2007*).

To **SOAR** students need two things:

Academic Roots

Discipline based knowledge and understanding

Academic Wings

The ability to enhance that knowledge and understanding with awareness (self and others), critical thinking, reflective practice.

1.6 TYPES OF SOFT SKILLS

There are various components that comprise soft skills. Some are inborn such as confidence, friendliness and whether or not someone has a sociable nature, while others are skills that can be taught or improved upon, such as developing effective communication, organisation, and social graces. A large number of soft skills are known today. However, a different set of soft skills is required for a specific type/nature of work.

For our purpose these may include the following:

- Communication skills
- Listening skills

- Presentation skills
- Interpersonal skills
- Team skills
- Leadership skills
- Etiquette
- Cross-cultural skills
- Language skills, etc.

Each of the above soft skills comprised of several sub-skills. These sub-skills are divided into two categories of implementation. The first category delineates the soft skills that every individual must have and the second category represents soft skills that are good to have. Despite the emphasis being put on the soft skills that must be present (must have), it is also encouraged to inculcate the soft skills that are good to have. All elements of soft skills must be acquired by each individual student and evaluated effectively and comprehensively.

1.6.1 Categories of Soft Skills

“What exactly are soft skills?” This basic question is not easy to answer, because 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:

- Personal qualities
- Interpersonal skills
- Additional skills/knowledge

There are many soft skills that you could list on your resume or cover letter. Some of the most sought after soft skills include:

- Effective communication skills
- Teamwork
- Dependability
- Adaptability
- Conflict resolution
- Flexibility
- Leadership
- Problem-solving
- Research
- Creativity
- Work ethic
- Integrity

Broad types of soft skills, which you can read more about below, include:

- Communication
- Problem-solving

- Creativity
- Adaptability
- Work ethic

1.6.2 Soft Skills List and Examples

Soft skills list and example Soft skills are often innate personality traits, already possess several marketable soft skills that will help to get and be successful in a job. Though many are formed with personality, soft skills can also be learned and developed with practice and experience. Here are few examples of key soft skills and how those skills can enhance ones performance during and after the job search process.

Communication

Effective communication skills will be helpful through the interview process and in career. The ability to communicate involves knowing how to speak with others in different situations or settings. For example, when working with a team on a project, you may need to communicate when you believe that an idea or process is ineffective. Finding a way to tactfully and skillfully disagree with others on the job without creating conflict is an important skill that employer's value. Related communication skills:

- Active listening
- Confidence
- Conflict resolution
- Organisation

Problem-solving

Employers highly value people who can resolve issues quickly and effectively. That may involve calling on industry knowledge to fix an issue immediately, as it occurs, or taking time to research and consult with colleagues to find a scalable, long-term solution. Related problem-solving skills:

- Creativity
- Research
- Risk management
- Teamwork

Creativity

Creativity is a broad ability incorporating many different skill sets including other soft skills and technical skills. Employees with creativity can find new ways to perform tasks, improve processes or even develop new and exciting avenues for the business to explore. Creativity can be used in any role at any level. Related creativity skills:

- Curiosity
- Learning from others
- Open-mindedness
- Taking calculated risks

Adaptability

How easily do you adapt to changes? If you're working in a technology-driven field or start-up, adaptability is especially important. Changes in processes, tools or clients you work with can happen quickly. Employees who are capable of adapting to new situations and ways of working are valuable in many jobs and industries. Related adaptability skills:

- Consistency
- Organisation
- Optimism
- Flexibility

Work Ethic

Work ethic is the ability to follow through on tasks and duties in a timely, quality manner. A strong work ethic will help to develop a positive relationship with the employer and colleagues even when developing technical skills in a new job. Many employers would rather work with someone who has a strong work ethic and is eager to learn than a skilled worker who seems unmotivated. Related work ethic skills:

- Attention to detail
- Integrity
- Persistence
- Time management

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.

1.7 ADVANTAGES OF SOFT SKILL DEVELOPMENT

Oral communication skills

Students are able to communicate confidently and effectively with a range of audiences, in a variety of modes or registers and settings, including persuasion, argument and exposition, and they are able to make use of different support tools, including visual, audio-visual and technological.

Interpersonal Skills

Students have the skills to be able to work effectively with a range of people in a range of different contexts, including teams, where they can

be effective members and, if required, leaders, including organizing team roles and activities. Students are open to the ideas of others. Students are capable of listening and understanding in a range of contexts.

Problem Solving Skills

Students are able to identify and define problems and use the skills of analysis and critical evaluation plan an appropriate course of action and devise solutions. Students are able to make judgments concerning different possible solutions. They will be able to make use of creative and lateral thinking.

Organizational Skills

Students are able to set priorities, and anticipate potential problems or needs. They are able to set and achieve targets in relation to both study and workplace tasks. Students are able to manage their time effectively.

With these soft skills you can excel as a leader. Problem solving, delegating, motivating, and team building are all much easier if you have good soft skills.

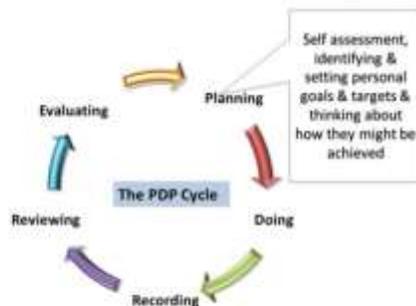
1.8 PERSONAL DEVELOPMENT PLAN (PDP)

PDP- Personal Development Plan is a form of summative assessment.

It is a structured and supported process undertaken by an individual to reflect upon their own learning, performance and/or achievement and to plan for their personal, educational and career development”.

The primary objective for PDP is to improve the capacity of individuals to understand what and how they are learning, and to review, plan, and take responsibility for their own learning, helping students:

- Become more effective, independent and confident self-directed learners
- Understand how they are learning and relate their learning to a wider context;
- Improve their general skills for study and career management
- Articulate personal goals and evaluate progress towards their achievement; and encourage a positive attitude to learning throughout life.



1.9 WAYS TO IMPROVE SOFT SKILLS

Developing soft skills needs practice. These are acquired and experienced on the spot. Soft skills cannot be acquired by merely reading textbooks. The soft skills we gain equip us to excel in our academic/professional life and in our personal life. It is a continuous learning process. Development of soft skills has two parts. One part involves developing attitudes and attributes, and the other part involves fine-tuning communication skills to express attitudes, ideas, and thoughts. Perfect integration of ideas and attitudes with appropriate communication skills in oral, written, and non-verbal areas is necessary for successful work. Attitudes and skills are integral to soft skills. Each one influences and complements the other.

Many employers value strong soft skills over technical skills because they are often personality traits developed over a lifetime and can be difficult to teach. That being said, anyone can improve their soft skills with experience and practice. For example, an employer is seeking someone skilled in conflict resolution. While you may be naturally skilled at effective communication, it may help to practice working through conflicts with others. There are several ways you can help improve your soft skills.

1. Pick a soft skill you want to improve and practice it consistently.

You can improve any soft skill if you make it a practice. Softer skills are a matter of routine. For example, you can practice dependability, both on the job and at home, by improving punctuality (showing up to work or events on time or early) and starting on projects at work earlier so you can complete them ahead of schedule.

2. Observe and mimic the positive soft skills you see in others.

There are likely professionals you know or work with who have strengths in various soft skills. You may be able to develop integral soft skills by observing the practices of others and incorporating them into your own daily routine. You may find, for example, that effective communicators often write down notes when others are talking during meetings. This helps them organise their thoughts so they are prepared to ask and answer important questions. This is also an active listening practice that may be good to utilise as part of your own work.

3. Set milestone goals to improve soft skills.

Set specific, measurable goals by carefully reading your performance reviews at work or asking trusted friends and colleagues for constructive criticism. This can help you to identify key areas of improvement for goal setting and areas of strength to highlight on your resume and in interviews. You can prioritise which soft skills to work on based on those that you need to get a certain job or move up in a career you already have.

4. Find resources to help you learn.

You can find several resources to help you learn tactics for improving the soft skills you want to focus on like books, podcasts or online classes. While some require payment, many are free of cost and can be accessed at any time. You might try out a few different types of resources to see which are best for your learning style.

1.10 CHECK YOUR PROGRESS

1) When do you normally work as an individual?

2) How do you organise and prioritise your work to ensure you complete it without prompting?

3) How do you make sure that you can cope without a supervisor?

4) What are some of the things you have achieved when working alone?

5) What are some of the things that you do to ensure that your time is being used effectively?

6) When have you made a decision without guidance from others?

1.11 FURTHER READING

- <http://www.nea.org/tools/35542.htm>
- [http://peers.aristotlecircle.com/uploads/NTA_Peer_Tutoring_Fact sheet_020107.pdf](http://peers.aristotlecircle.com/uploads/NTA_Peer_Tutoring_Fact_sheet_020107.pdf)
- http://www.childandfamilypolicy.duke.edu/pdfs/schoolresearch/2012_PolicyBriefs/Nguyen_Policy_Brief.pdf
- <http://www.curriculumsupport.education.nsw.gov.au/middleyears/students/index.htm>
- <http://www.cdtl.nus.edu.sg/success/sl37.htm>
- <http://www.cehd.umn.edu/ceed/publications/tipsheets/preschoolbehavior/peertutor.pdf>
- http://www.reed.edu/nsfaire/nsfaire_sciencePsych4.html
- <http://wrt-intertext.syr.edu/viii/dabkowski.html>

:: STRUCTURE::**2.0 Learning Objective****2.1 Introduction****2.2 Need for and Importance of Job Readiness skills****2.3 Benefits of Job/Work Readiness Skills****2.4 What is the Skills Gap and How does Career Readiness Address it?****2.5 Top 10 Tips - How to Search for a Job****2.6 Classification of Employability Skills****2.7 Career Readiness competencies****2.8 Check your Progress**

2.0 LEARNING OBJECTIVES

1. Learn strategies and tips for effective job search.
2. Students will identify personal qualities related to choosing potential career goal(s)
3. Students will use career information to inform their goals
4. Students will draft meaningful career goal(s)
5. Students will develop career readiness skills through experiential opportunities
6. Students will apply career skills to pursue opportunities

2.1 WHAT ARE CAREER/JOB/WORK READINESS SKILLS

Workplace readiness skills refer to the qualities that employers look for in employees. It is a combination of attributes and behaviours that will make employers hire a candidate. They are also called soft skills, employment ability skills, or job readiness skills.

These skills help employees know how to cope with managers and co-workers. They help enhance the value of timeliness and develop an awareness of how others view us. Workplace readiness skills ensure that employees have the academic, critical thinking, and personal skills required to keep their jobs. Again, the capability of workers to think and make sound choices is essential.

In other words it refers to the ability to find an appropriate job (in any industry, at any level), understand the responsibilities of that role, successfully report and relate to /customers/management/stakeholders, and grow professionally within the role.

On its own, the “Career” portion of the college and career readiness education often refers to building technical and 21st century skills required in modern workplaces.

Many reports that current candidates aren’t coming prepared with the soft skills that help them carry out multi-functional roles that are part of every workplace.

In fact, a [LinkedIn Learning 2020 Workplace Learning Report](#) mapped the most in-demand soft skills among more than 20 million jobs and found that creativity, persuasion, collaboration, adaptability, and emotional intelligence top the list.

Career readiness skills can also include:

Financial literacy
Career development
Professionalism
Critical thinking
Teamwork/collaboration
Leadership
Work ethic

Skills like thinking critically, solving problems, and communicating clearly can be transferable to any number of tasks, from the exceptionally complex to the mundane. The earlier students learn them, the longer time they have to hone these skills.

2.2 NEED AND IMPORTANCE OF JOB/WORK READINESS SKILLS

- With a fiercely competitive and always-evolving job market, students need to be able to impress a potential employer and hit the ground running when they are hired.
- In addition to being able to perform the job duties, they need to be able to manage their role and their career independently relate to their

colleagues, solve problems, communicate clearly, and understand where they fit into the big picture of the organization.

- These 21st- century skills are not part of on-the-job learning. Employers expect their employees to come prepared to bring more than just their direct “hard” skills that qualify them to do their hired work.
- Career readiness refers to the ability to thrive, build, and grow on the job.
- Unfortunately, youth seem to have fewer opportunities to learn on-the-job skills.
- Anyone who has ever scooped ice cream, sold shoes, or cleaned up trash for minimum wage at an early age can attest that they learned life skills that they carried with them to their future career.
- If students aren’t learning these valuable skills on the job, they need to attain them in the classroom.

2.3 BENEFITS OF WORKPLACE READINESS SKILLS

- Employers prefer applicants who show the ability to perform the required skills. They trust workers who can interact easily and behave professionally.
- Apart from technical skills, good social skills are inevitable in any job role.
- Workplace readiness applicants are employable because they make healthy decisions. They can learn new skills and adapt to different work circumstances.
- Besides, punctual employees and have good work ethics have higher demand. They know how to appreciate their colleagues and supervisors.
- Employers who recruit skilled staff realise productivity improvement. It is because they perform their jobs correctly, complete work on time, and meet the business's goals and objectives
- Hiring trained employees often reduce employee turnover, as they perceive opportunities for promotion.

2.4 WHAT IS THE SKILLS GAP AND HOW DOES CAREER READINESS ADDRESS IT?

According to the Brookings Institution the skills gap refers to “a fundamental mismatch between the skills that employers rely upon in their employees, and the skills that job seekers possess,” according to the Brookings Institution. This gap makes it difficult for both individuals to find jobs and employers to find skilled employees – employers are simply not interested in spending time and effort to teach employees the skills and knowledge they should be bringing to the job themselves. According to the National Association of Colleges and Employers, there

are stark contrasts between how employers perceive students are entering the job market and how students perceive themselves entering the workforce. For example, “employers often rate the proficiency of recent college graduates lower than do the students themselves,” suggesting that employers see a significant skills gap where college students don’t. The skills gap widens when schools fail to prioritise teaching students career readiness skills before graduation. By incorporating career readiness education into their curriculum, schools can help to close this gap because teaching real-world skills to students prepares them for landing jobs after school.

INSTITUTION/EMPLOYER/JOB CANDIDATE DISCONNECT



2.5 TOP 10 TIPS - HOW TO SEARCH FOR A JOB

- 1. Consider your interests** Identify activities you like to do and the challenges they offer.
- 2. Assess your skills** Evaluate school, volunteer, work or leisure experiences.
- 3. Research occupations** develop a list of possible careers based on your particular combinations of skills and interests.
- 4. Devote time to your job search** Expect to spend several hours a day looking for a job.
- 5. Be patient in finding job** a thorough job search is hard work. Don't expect to find a job in a few days or weeks.
- 6. Involve friends and family** they are excellent source for support, assistance and encouragement.
- 7. Conduct field interviews** Meet with people in the field you are interested in pursuing.
- 8. Use the Texas Workforce Commission**
 - Register with Job portals
 - Take advantage of training seminars
 - Prepare a resume and cover letter

- Search online at job portals, classified ads, and other nationwide job search websites
- 9. Organize your job search and resources**
Record the places you've applied to, people you've talked with, and the responses you have received.
- 10. Rejection is part of the process** Maintain a positive, optimistic attitude. Your efforts will pay off as you get closed to landing your “Ideal Job”.

2.6 CLASSIFICATION OF EMPLOYABILITY SKILLS

Many skills are necessary for individuals to be successful, including academic knowledge, technical expertise, and general, cross-cutting abilities (often called employability skills, soft skills, workforce readiness skills, or career readiness skills) that are necessary for success in all employment levels and sectors. The skills can be divided into 3 parts:

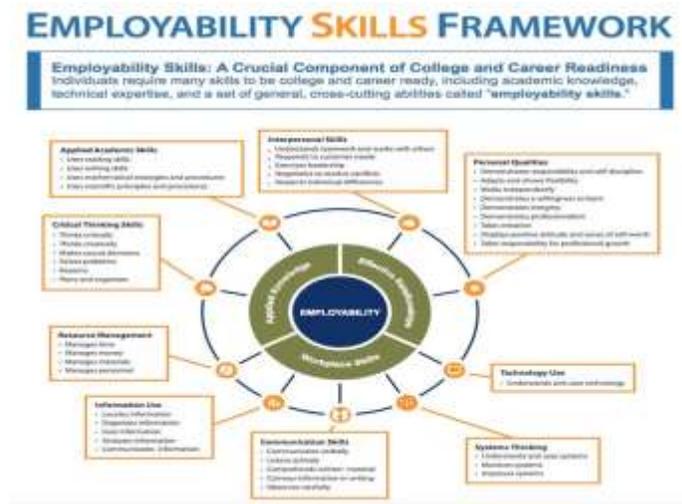
1. **Applied Knowledge**—thoughtful integration of academic knowledge and technical skills, put to practical use in the workplace.
2. **Effective Relationships**—interpersonal skills and personal qualities that enable individuals to interact effectively with clients, co-workers, and supervisors.
3. **Workplace Skills**—analytical and organizational skills and understandings that employees need to successfully perform work tasks.

Two major research studies involving surveys and feedback from of employers have established that “employability skills” outrank technical skills—or those skills needed for specific occupations based on industry standards—as the most essential requirement for success in the workplace. Despite this, it was found that many young people lack the soft skills needed to excel in the workplace.

The five competencies which are an integral part of employability skills are as follow:

- 1 **Managing Resources:** The ability to allocate time, money, materials, space, and staff
- 2 **Working with Others:** The ability to work well with other people; teamwork skills are associated with communication skills, understanding of group culture, and sensitivity to the feelings and opinions of others
- 3 **Managing Information:** The ability to acquire and evaluate data, organize and maintain files, interpret and communicate ideas and messages, and use technology to process information
- 4 **Understanding Systems:** The ability to understand social, organisational, and technological systems; monitor and correct performance; and design or improve systems

- 5 **Utilizing Technology:** The ability to select equipment and tools, apply technology to specific tasks, and maintain and troubleshoot technologies
- 3 foundational skills are believed to support the competencies above:
- 1 **Basic Skills:** Reading, writing, arithmetic, and computational skills are essential to effectiveness on the job. Listening and speaking skills that enable accurate interpretations of informational exchanges and mathematics skills that enable workers to solve problems on the job are highly valued and are dependent on having fundamental language and mathematics capabilities. The “three Rs” are building blocks to higher-level functioning on the job.
 - 2 **Thinking Skills:** Most studies list critical thinking, creative thinking, reasoning, and knowing how to learn new tasks as essential soft skills. Problem-solving is another term that expresses the ability to analyse information and arrive at logical conclusions that add value to a worker’s efforts.
 - 3 **Personal Qualities:** “Personal qualities” is a catch-all phrase that reflects values and behaviours aligned with the workplace’s culture. A strong work ethic, professionalism, self-management, integrity, individual responsibility, networking skills, adaptability, and sociability are soft skills that fall under this heading.



2.7 CAREER READINESS COMPETENCIES

There are eight career readiness competencies, each of which can be demonstrated in a various ways.

1. Career & Self-Development

Proactively develop oneself and one’s career through continual personal and professional learning, awareness of one’s strengths and weaknesses, navigation of career opportunities, and networking to build relationships within and without one’s organisation.

2. Communication

Clearly and effectively exchange information, ideas, facts, and perspectives with persons inside and outside an organisation.

3. Critical Thinking

Identify and respond to needs based upon an understanding of situational context and logical analysis of relevant information.

4. Equity & Inclusion

Demonstrate the awareness, attitude, knowledge, and skills required to equitably engage and include people from different local and global cultures. Engage in anti-racist practices that actively challenge the systems, structures, and policies of racism.

5. Leadership

Recognise and capitalize on personal and team strengths to achieve organisational goals.

6. Professionalism

Knowing work environments differ greatly, understand and demonstrating effective work habits, and act in the interest of the larger community and workplace.

7. Teamwork

Build and maintain collaborative relationships to work effectively toward common goals, while appreciating diverse viewpoints and shared responsibilities.

8. Technology

Understand and leverage technologies ethically to enhance efficiencies, complete tasks, and accomplish goals.

2.8 CHECK YOUR PROGRESS

I] 30 Seconds Elevator Speech

What is Elevator Speech?

- An elevator speech is used to communicate who you are and what you are looking for in 30 seconds or less.
- First impressions are essential, so you want to make sure you're prepared when introducing yourself to a potential employer.
- It's a summary about yourself and what you do, when it takes to ride an elevator. You have to be able to deliver and convince in that time frame. That's the famous 30- second "elevator pitch".

Write down your 30- second elevator speech.

II] Are you Job Ready?

Career Readiness Self-Assessment Tool

Career readiness is the awareness and development of the skills students need to confidently and successfully meet employer expectations and transition into the workplace.

Take this self-assessment to see what professional competencies you need to develop and practice to be career-ready and experience workplace success.

COMMUNICATION:

Articulate thoughts and express ideas effectively using oral, written, visual and non-verbal communication skills, as well as listening to gain understanding. The ability to deliver information in person, in writing, and a digital world.

need to develop 1 2 3 excelling

Ways to develop this competency:

- Develop and deliver a presentation for a class.
- Check for understanding by asking clarifying questions.
- Proofread online and written communication to avoid errors.

TEAMWORK AND INTERPERSONAL:

Build and maintain collaborative relationships to work effectively with others in a team setting through shared responsibility, empathy and respect. The ability to manage one’s emotions and conflict with others while contributing towards a common goal.

need to develop 1 2 3 excelling

Ways to develop this competency:

- Collaborate with others on a class project where responsibility is shared and not divided.
- Handle difficult conversations in person with respect.
- Join a student organisation or team on campus where you can help achieve a common goal.

Ways I am developing: ____

Next steps for developing: __

LEADERSHIP:

Leverage strengths to motivate, collaborate and guide. The ability to use a positive attitude to influence and empower others to reach a shared goal through strategic thinking and effective decision-making.

need to develop 1 2 3 excelling

Ways to develop this competency:

- Take on a leadership role in a group or organisation.
- Demonstrate initiative at your job/internship by taking on additional responsibilities.
- Motivate team members with a positive attitude and leverage their strengths when delegating work.

Ways I am developing: ____

Next steps for developing: __

CREATIVITY AND PROBLEM-SOLVING:

Exercise sound reasoning to analyse issues, synthesize information, make decisions and solve problems. The ability to think critically and strategically to develop original ideas and innovative solutions.

Need to develop 1 2 3 *excelling*

Ways to develop this competency:

- Develop an action plan with specific steps to solve a problem.
- Brainstorm solutions to a problem before bringing them to a supervisor/professor.
- Activate your mind – read, do puzzles, write, etc.

Ways I am developing: ____

Next steps for developing: __

PROFESSIONALISM AND PRODUCTIVITY:

Demonstrate integrity, resilience, accountability and ethical behaviour. The ability to take the initiative, maintain effective work habits prioritise (prioritize, plan and manage work) to produce high-quality results and project a professional presence.

Need to develop 1 2 3 *excelling*

Ways to develop this competency:

- Use a planner or calendar to prioritise work/assignments and meet deadlines.
- Attend a networking event to learn more about professionalism.
- Review your social media through the eyes of a future employer and determine appropriateness.

Ways I am developing: ____

Next steps for developing: __

GLOBAL PERSPECTIVE:

Respect the viewpoints of those from diverse cultures, races, ages, genders, religions and lifestyles to build collaborative relationships and communicate effectively. The ability to appreciate, value, and learn from other cultures and perspectives.

Need to develop *1* *2* *3* *excelling*

Ways to develop this competency:

- Attend an event on campus that encourages you to step outside your comfort zone.
- Engage in conversation with individuals who have different perspectives than your own.
- Participate in a study abroad or volunteer experience to broaden your horizons.

Ways I am developing: ____

Next steps for developing: __

DIGITAL FLUENCY

Maximise new and emerging technologies in order to work, learn and live in a digital society.

The ability to apply digital technology to enhance quality, improves productivity and communication, solve problems, and streamline processes.

Need to develop *1* *2* *3* *excelling*

Ways to develop this competency:

- Create projects and express ideas through digital tools.
- Learn a new technology or design skill through Lynda.com
- Work with a Virginia Tech librarian to find relevant and credible sources through online research.

UNIT : 3**SELF-DISCOVERY AND
POSITIVITY****:: STRUCTURE::****3.0 Learning Objectives****3.1 Understanding Self****3.1.1 Process of Knowing Yourself****3.2 Self –Discovery****3.2.1 Self-Awareness Archetypes****3.2.2 SWOT Analysis****3.3 Positive Attitude****3.3.1 Formation of Attitudes****3.3.2 Developing Positive Attitude****3.4 Negative Attitude****3.5 Improving Perceptions****3.6 Forming Values****3.6.1 Types of Values****3.7 Check your Progress**

3.0 LEARNING OBJECTIVE

- Self-Discovery
- Developing Positive Attitude
- Learning about unproductive thinking
- Self-defeating emotional impulses and
- Self-defeating behaviors

3.1 Understanding Self

Know Thyself is a term coined by the great Greek philosopher Socrates meaning “Know Yourself”. Knowing yourself is to know your true identity. If you know yourself you will be able to know your strength and weakness then you will be able to remove your weak portion. You must know yourself in order to be useful to yourself and others.

The importance of knowing yourself:

- **Helps to Control emotions**

Knowing yourself helps you to take control your emotions and helps in decisions and choices when you are in an emotional state.

- **Helps to reach your goal**

When you know who you are, and clearly understand what you want, you have a better chance of discovering how to reach your goal, personal fulfilment and happiness.

- **Helps to reach better decisions**

You will be able to improve those things that you want to and let go of the things that you can't. Helps you to take better decisions and be a better person.

- **Helps to Improve relationship**

Knowing your inner self help in working to reach your goals effectively, improve your attitude and relationship with others in your life.

- **Helps to Realize you're potential**

If you know yourself, then you can develop your potential fully. It will ensure success in business, Friendship, love or altogether

- **Helps to Experience happiness and joy**

When you reach your goals, you turn out to be a happy person and improve your mind-set in positive way.

3.1.1 Process of Knowing Yourself

- **Maintain Personal Diary**

It helps you in learning who you are, likes and dislikes your passion and what you want to be in your life. Use a comfortable place to write about how you feel what bothers you what exercise you and establish a connection between you and yourself.

- **Practice Meditation**

It helps you to observe yourself in the present moment it helps in empty yourself of worries, excitement and so on.

- **Exercise and go for walk regularly**

Exercise helps a person physically and mentally if exercising is not possible opt for walking. If you are a person facing hard times then exercise is a best way to slow you down.

- **Do some riding or driving or outing**

Driving proves to be a good process particularly when you find it hard to locate a quiet place. Practice habit of going out for sightseeing particularly went down with something in life.

- **Develop Some Hobbies and New Interest**

it will give you a chance to identify your passion within you it will help you to find some time to relax allowing yourself to think something new and different it will take you sky high in the ladder of your personal and professional life

(Source: Dr.K.Alex, **Soft Skills Know yourself and Know the World,S.ChandPublishing,2014**)

3.2 SELF-DISCOVERY

Self-discovery is the process of learning more about yourself and who you are. Self- discovery is a lifelong journey of exploration through to our inner self trying to discover who we are, our potential, our purpose in life. it is a fundamental component of a personal growth it takes the time to Discovery who we are as a person this is accomplished through self-reflection

Process of Self-Discovery

It is one in which people are guided through self-questioning and examination of one's own thoughts, words and actions in order to reach his or her own conclusion regarding who they truly are through the process. The person gets a deeper understanding of their self-character values. A Process of self-discovery is divided into four segments:

Self-awareness

It will increase the understanding of Increase understanding of who you are, your characteristics emotions, needs and values

Interest Awareness

Establishing your personal interest.

Hopes and Dreams

Listing your hopes and dreams for the future.

Career Discovery

Finding a career that corresponds to your personality and interest.

3.2.1 Self -Awareness Archetypes

Understanding Self -Awareness

Self-awareness is understanding your own self. It means having a really good understanding of your emotions, as well as your strengths, limitations, attitudes, values and motives.

According to a research by Dr.Eurich:

1. There Are Two Types of Self-Awareness

- Internal Self Awareness and
- External Self-Awareness
- 2. Experience and Power Hinder Self-Awareness
- 3. Introspection Doesn't Always Improve Self-Awareness

Internal Self-Awareness

The internal self-awareness is associated with higher job and relationship satisfaction, personal and social control, and happiness; it is negatively related to anxiety, stress, and depression.

External Self-Awareness

External self-awareness is about how others view us about them.

Further Dr. Eurich and her team identified four leadership archetypes, each with a different set of opportunities to improve:

- **The Introspectors**
- **The Seekers**
- **The Aware**
- **The Pleasers**

Don't fall into the trap of valuing internal self-awareness or the other ways around; you need to actively work on seeing yourself clearly and getting feedback to understand how others see you.

The 4 Self-Awareness Archetypes

	Low external self-awareness	High external self-awareness
High internal self-awareness	<p>Introspectors are clear on who they are, but don't challenge their views, often harming their relationships and limiting their success as a result.</p>	<p>Aware know who they are, what they want, and seek out other opinions. These are the great leaders.</p>
Low internal self-awareness	<p>Seekers don't know who they are, what they stand for, or how they're perceived by others. They feel frustrated with their performance and relationships.</p>	<p>Pleasers are too focused on what others think to focus on what matters to them. They make choices that hinder their success and fulfillment.</p>

3.2.2 SWOT Analysis

SWOT analysis is the examination of your (or your organisation's) situation by looking at Strengths, Weaknesses, Opportunities and Threats. SWOT analysis is a way of looking at your situation by identifying:

Strengths

The strength quadrant indicates the following in the SWOT analysis.

- List out things you are good at.
- Identifying the things you know will help when you have a problem.
- Try thinking of different ways in which you stand out from the crowd.
- Track the academic chart for a better understanding.

Weaknesses

The weakness quadrant indicates the following in the SWOT analysis.

- Note the areas where there is a scope for improvement.
- Visiting your academic chart for this part of the SWOT analysis will be fruitful.
- Identifying what you need to move or improve from the weakness to the strengths quadrant.

Opportunities

The opportunities quadrant indicates the following in the SWOT analysis.

- After identifying strengths and areas for improvement, you can identify where you can excel.
- List out opportunities that come to mind and then shortlist.
- Do not be too specific and list as many as you think you can achieve.
- Identify possible or different opportunities around you that can act out in your favour.

Threats

The Threats quadrant indicates the following in the SWOT analysis.

- Threats should be the siest to fill in the SWOT analysis chart.
- It is clear what you want to achieve now, and you also know what could go wrong.
- List out things that might come in the way of your goals.
- Also, write about what scares you the most and the demotivating factor.

Importance of SWOT Analysis

- Making correct decisions for exploring various opportunities.
- Having a clear understanding of your goals.
- Making changes in the plan to accommodate possibilities.
- Understanding choices to counteract threats.
- It keeps you aware of the shortcomings and acts as a motivation.
- Help in utilising available resources to the best of your ability.
- Reviewing options and prioritising accordingly.



3.3 POSITIVE ATTITUDE

Values help guide our behaviour. Attitudes are the response that is a result of our values. Values decide what we think as right, wrong, good, or unjust. Attitudes are our likes and dislike of things, people, and objects.

An attitude is a predisposition to act or feel a certain way towards a person or thing. A person with a negative attitude will find a complaint at anyone, while a person with a positive attitude will find only positive things in others. They are optimistic.

Features of Attitudes

- Multiplicity (attitudes are constituted by number of elements like family society and environment)
- Attitudes vary in relation to the needs they serve.
- Valence (refers to the magnitude. Lower valence means a person has an indifferent attitude towards something. high valence refers to a person having an extremely favourable or unfavourable Attitude toward something)
- Attitudes are related to feelings and beliefs.
- Attitude affects behaviour
- Attitudes undergo changes.

3.3.1 Formation of Attitudes

Attitudes are acquired and learnt by individual from the situation they face in their life. Factors that play a significant role in the formation of attitude are:

Psychological Factors

Psychological factors are the elements of your personality like values ideas beliefs and perception, limiting or enhancing you think.

Family

It plays a significant role in the primary stage of attitudes held by individuals. The person developed certain attitude from his parents, brothers, sisters and elders in the family.

Society

Culture, tradition, and language Influence a person's attitude. It is the society, the tradition and the culture which teaches an individual what is acceptable and what is not acceptable.

Political Factors

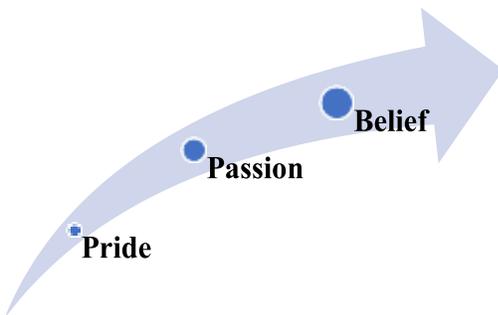
Ideologies of political parties' political leaders and political stability affect the people's attitudes.

Economic Factors

Person's attitude also depends on the issues such as his salary, status, work etc.

Attitude in Workplace

Attitude represents a powerful force in any organisation and attitude of Trust can pave the way for better communication between employees and supervisor. You are expected to have the following attitude in your workplace.



Pride

It refers to arrogance. Especially when one has too high an opinion of oneself. Pride prevents you from doing just enough to get by. If you know everything you do at work has your name and signature you will give it your best shot and nothing less.

Passion

An intense enthusiasm for everything worth doing will pull you through the most challenging time.

Belief

To have a passion it is essential to believe. You can achieve all that you set out to do for yourself if you start believing in yourself.

Benefits of Positive Attitude

- Helps achieve goals and attain success.
- Ability to inspire and motivate yourself and others.
- Fewer difficulties encountered along the way.
- More happiness, and energy.
- Greater inner power and strength.
- People respect you.
- Ability to face any difficulty

3.3.2 Developing Positive Attitude

Here are some ways to help you develop a more positive attitude:

Listen to Internal Dialogue:

Divide a sheet into two columns on the left side write down all negative thoughts that come into your positively rewrite each thought in the second column. Practice doing this in your mind until it becomes a habit.

Learn to Communicate:

If you find communicating difficult or afraid of arguments take a course and communicate effectively.

Get Back to Basics:

Reconnect with old friends listen to your favourite music relaxing bath, and read a book. It is the simplest thing in life that gives us the most pleasure.

Help Someone Out:

Helping others helps us to feel good

Find Your Spirituality:

Persons who develop their spirituality through associating with other ritual individuals have their own personal and unique beliefs live longer a more satisfying life.

Allow Yourself to Be Loved, Laugh and Find Humour in The Simplest Of Things:

The ability to love and be loved is the most basic human quality. Finding ways to reconnect with others is extremely helpful in developing a positive attitude. Laughter is a powerful mood elevator. If you are feeling down read some jokes watch funny movies.

Participate in New Physical and Mental Activities:

To improve the confidence level or coping mechanism it would be an easy as learning the meaning of new words on new topics to build confidence.

Follow the Principles of Holistic Health

Better nutrition and exercise help improve mood and attitude.

Positive attitude manifest in the following ways:

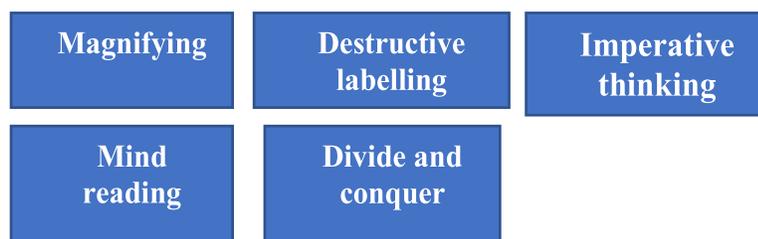
- Positive Thinking
- Constructive Thinking
- Creative Thinking
- Expecting Success
- Optimism
- Being Inspire
- Choosing Happiness
- Not Giving Up
- Looking at The Failure and Problems As Blessing In Disguise.

Obstacles in Developing Positive Attitude:

- Exaggerating (overestimating problems and underestimating abilities)
- Overgeneralizing (taking an isolated event and assuming it always happened).
- Personalising (thinking everything revolves around you).
- Thinking (seeing things as mutually exclusive even when they are not).
- Jumping to conclusions (drawing conclusions from limited information).
- Ignoring the positive (focusing on one negative and forgetting about all the positives).
- Avoid perfectionism (try to recognise that falling short of perfection is not failure)

3.4 NEGATIVE ATTITUDE

Types of Negative Thinking



Magnifying:

Magnifying turns the consequences of an event into a catastrophe such as I am going to be fired.

Destructive labelling

This is an extreme form of over generalization. Making a particular situation totally negative.

Imperative thinking

It's usually based on negative past experiences.

Mind reading

Attributes to motives that explain other people's actions towards a person or event

Divide and conquer

This happens because of over magnification and wanting others to support a particular position

Overcoming Negative Attitude:

- Work on your personal strength.
- Counter punch the negative self-talk with a substantial dose of positiveness.
- Look for alternative explanations.
- Do something that will place you in a positive mood.
- Control your frustration speaks slowly, and breathes deeply into your heart.
- Stop looking at the rear-view mirror. you are vision of each event or situation is totally up to you.
- Watch with great care who you hang out with. Ask yourself these questions who am I surrounded with? What are they doing to me? What have they got me saying?

Measuring Attitude

There are three components that you have to take into account while measuring once attitude: cognitive component, affective component and behavioural component.

Cognitive Component includes beliefs models preferences another aspect that shaped how person interprets the world.

Affective Component is the part of the attitude that people experience emotions and make choice based on what they feel.

Behavioural Component is a part of the attitude that people say and do things.

Attitude measurement can be divided into two basic categories

Direct Measurement:

Statements are designed in such a way to find out what the person actually is.

Indirect Measurement:

Persons are asked to respond how they react to specific situation and thereby it is found out what the person actually is.

3.5 IMPROVING PERCEPTIONS

Perception refers to how a person experiences the world. Perception is the process by which people organise, interpret and experience ideas.

Factors Influencing Perception:**Internal Factors**

These are the factors which remain with the person. the internal factors are:-

Needs and desires

Perception varies depending on variation in desires and needs. socially oriented people pay attention to interpersonal factors in connection with their perception.

Experience

Experience and knowledge have a constant influence on perception. Positive experience express one's person's ability and negative experience affects one's self-confidence.

Personality

What is perceived in a given situation depends on personality type. Optimistic people always perceive things as favourable and Pessimistic people in negative terms.

External Factors

The external factors are:

Intensity

It states that the more intense the situation the more likely it is to be perceived.

Size

Size always attracts the attention of the individual. For example, we see thousands of people on the road but we always remember the one who is unusually tall.

Frequency/ Repetition

The repeated external object is more attention getting than a single one. Repetition increases our sensitivity to the object.

Status

Perception is always influenced by the status of the perceiver. People with high status can influence the perception of others more than the people of low status.

Contrast

Person objects of contrasting nature generally receive more attention and influence one's perception.

Movement

People pay more attention to the moving things than that of the stationary ones.

Ways for Improving Perception:**Perceiving oneself accuracy**

Frequent interaction with peers is free and frank communication with others will help one understand better.

Be empathetic

Looking at an issue from others' point of view will enable you to understand it better.

Have a positive attitude

It makes one perception positive. To perceive better you need to overcome your personal bias.

Avoid perceptual distortion

Sincere efforts should be made to Guard oneself against distortion such as attribution of first impression.

Open communication

Ensure that the right message reaches at the right person at right time in a right way.

3.6 FORMING VALUES

Values

Values of general beliefs containing and individual are idea about what is right and what is wrong.

Values Relating to Education

- Accepting the importance of learning and knowledge.
- Encouraging curiosity and questioning mind.
- Promoting logical and critical thinking based on evidence
- Recognising the partnership between School home and community in education.
- Seeing education as a lifelong process.

Values Relating to Self and Others

- Accepting our worth as individuals.
- Accepting the importance of developing personal beliefs and value system.

- Working cooperatively with others.
- Being honest and open in dealing with others.
- Promoting positive welfare of others.
- Being punctual and fulfilling commitments.

Values Related to Civic Responsibilities

- Being committed to the democratic process.
- Developing pride in being an Indian and sharing our rich and diverse heritage.
- Showing respect for the rights and property of others.
- Accepting lawful and just authority
- Actively supporting economic development and the conservation of the environment.

Importance of Values

A personal value system influences one's perception of individuals, the situation and decision-making process.

Similarities between Values and Attitudes

Both are learned, acquired from the same source, affect the behaviour of the people, both are enduring, difficult to change and influence each other's.

Differences between Attitude and Value

Attitude represents predisposition, the value represents judgement. Attitude refers to several beliefs; value refers to single beliefs. Attitude is one's personal experiences; and values are derived from social and cultural aspects.

Formation of Values

It is believed that a significant portion of one's value is genetically acquired or determined. The rest is acquired through experiences and situation faced. Major source of formation of values his parents, teachers, friends, peers, role models, and reference group.

3.6.1 Types of Values

According to Milton Rokeach human values are divided into two types they are terminal values and instrumental values. Terminal values are ones an individual would like to achieve in his lifetime. Instrumental values are ones an individual employs to achieve terminal values.

Personal values are evolved from circumstances with external world and can change over time. They may be derived from those particular groups or system such as culture and political party.

Values can be either individual or social values. Individual values are absolutely essential in the formation of the basic character of a person and social values hold the key to knitting person together. In the current

highly competitive environment it is more focused on academic and individual values there is a risk of individuals becoming more self-centred and insensitive to the needs of the society so it is decided to give more emphasis on social values which are listed below:

- Universal love and compensation.
- Caring and sharing
- Politeness and courtesy
- Gratitude and appreciation
- Duty and responsibility towards society
- Tolerance and patience
- Ready to serve attitude
- Team Spirit
- Empathy and sensitivity
- Repentance
- Forgive and forget
- Patriotism and sacrifice
- Civic sense and love for nature
- Peace nonviolence

3.7 CHECK YOUR PROGRESS

Activity: Developing Your Self-Awareness: Creating A Personal SWOT Analysis

Self-awareness is the foundation for developing your emotional intelligence and the key to unlocking the door to creating the success you want. One great method of developing a deeper level of self-awareness is by launching a personal SWOT Analysis. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats.

Create your personal SWOT analysis by answering the questions below:

1. What are your top strengths? How can you utilize your strengths more?
2. What are your top weaknesses? How will you remove your weaknesses?
3. What are your key opportunities that will accelerate your impact and growth? What resources and support do you need to create your opportunities?
4. What are your limiting beliefs and negative self-talk? How do you transition to empowering beliefs and positive self-talk?

TIPS: S W O T Strengths are the things that truly light you up and energize you. Weaknesses are the things that zap your energy, even if you are good at doing them. Opportunities are the things that will drive your personal and professional impact and growth. Threats are conditions within yourself that put your own success at risk such as limiting beliefs and negative self-talk.

UNIT: 4**COMMUNICATIONS SKILLS – PART 1
(BASIC COMMUNICATION SKILLS)****:: STRUCTURE::****4.0 Learning Objective****4.1 Introduction****4.2 Scope of Communication****4.3 Importance of Communication****4.4 Levels of Communication****4.5 Communication Process****4.6 Barriers to Effective Communication****4.7 Overcoming Communication Barriers****4.8 How to Improve Your Communication Skills****4.9 Good Communication Skills for a Great Career****4.10 Check Your Progress**

4.0 LEARNING OBJECTIVES

- Understand the purpose and significance of Communication.
- Understanding the elements involved in the Communication Process.
- Understand the Barriers to Effective Communication.
- Employ active listening, persuasion, and influencing skills.
- Communicate in a clear and organised manner so that others can effectively understand.
- Frame communication concerning diversity of learning styles, varied individual communication abilities, and cultural differences.

4.1 INTRODUCTION

Every day at work and home, in politics, commerce, education, sport, entertainment and the financial world whatever we do in everything there is the involvement of communication -. Communication touches every sphere of our lives. It is the essential requirement for anyone in any job or position for anyone in any public or private company to hold their job without mastering the skills of how to communicate with employees, handle the media or speak in public. But the essential thing is balance - it is essential to have the knowledge but you must also have the ability to communicate that knowledge effectively.

To communicate with one another is a compulsive urge of human beings. There can be no mutual understanding without communication; mutual understanding is the core of human relations. Communication is like birth, death, breath and wanting to be loved as a part of itself. Man is a communicating animal; he alone has the power to express in words. Sight, sound, touch, smell and taste are the modes of exchange of messages. Communication is the story of man and his efforts to communicate effectively. Civilisation and culture progress to the extent communication has made these possible.

The word "communication" is derived from the Latin word *communis*, which means common. In its application, it means a common ground of understanding. It is a process of exchanging of facts, ideas, and opinions and as a means that individuals or organisations share meaning and understanding with one another. In other words, it is the transmission and interacting of facts, ideas; opinions, feelings or attitudes. Communication is an interdisciplinary concept because theoretically, it is approached from various disciplines such as mathematics, accounting, psychology, ecology, linguistics, systems analysis, etymology, cybernetics, auditing etc.

Communicating effectively is one of the most essential life skills to learn. Communication is defined as transferring information to produce greater understanding. It can be done vocally (through verbal exchanges), through written media (books, websites, and magazines), visually (using graphs, charts, and maps) or non-verbally (body language, gestures, pitch of voice, and tone). All of these means that communication is essential one of the soft skills that is vital for a successful Career.

4.2 SCOPE OF COMMUNICATION

The sender needs to understand the scope, and for the recipient to understand the purpose of the communication. If these understandings do not exist, then there is little chance of the communication being effective.

Additionally, although the recipient who must understand the purpose, it is the responsibility of the communicator to ensure that the purpose is clearly identified.

The scope of communication can be evaluated and analysed from a different point of view:

- **Communication in Social Dimensions:** Communication helps to ensure the social enlightenment of the people. It really plays a vital role in determining of the social behaviour of the human being. It motivates the people according to their own interests and makes them aware of the hazards and well as beneficial things. It works as an instructor and means of transformation in the society. The different forms of communicative techniques entertain the society so they can be relaxed and prepared for life struggles.
- **Communication in Management:** Management is the means of achieving organisational goals. Efficiency and effectiveness of management depend on effective communication with the various internal and external parties. Every function of management depends on communication. In fact, without information plans cannot be formulated, activities cannot be organized, directives cannot be issued, and control cannot be ensured.
- **Communication in Education:** The Communication system is part and parcel of educating the people. In the past centuries where there were not many facilities the people could also use different communication techniques for the educational purpose. The various tools that we employ the mass communication work as instructors to the people searching for knowledge. The educational objectives of modern communication systems are increasing day by day.
- **Communication in Industrial Relations:** Industrial relation means a labour management relationship in the industry or in an organization. Congenial industrial relation is a precondition for business success. On the other hand, free and fair communication is a pre-requisite for creating good industrial relation. Free flow of information reduces the chances of doubt, confusion and controversies between workers and management. As a result, harmonious relationship develops in the organization.
- **Communication in Decision Making:** Managers must take decisions on various issues daily. Proper information is vital to make perfect decision and **Communication** plays pivotal role here by supplying relevant information.
- **Communication in International Relations:** Communication is the one which connect people from different parts of the world. It develops integration and tolerance towards each other. The different cultures are

merged through the medium of communication. It integrates different people from diverse background of the world. It works as a source of persuasion. The well-functioning of the society depends on the integration element of communication.

- **Communication in Publicity:** In this world of information, every organization is keen to advertise itself through some distinctive ways. By Communicating with concerned parties an organization does publicity also.
- **Communication in Cross-Cultural Environment:** Communication provides an opportunity for the promotion and preservation of culture and traditions. It makes the people fulfil their creative urges. The cultural settings of a particular society can be known to the public through communication. Communication helps to spread the cultures into different areas. The concept of enculturation is developed in the postmodern context of communication.
- **Communication in Entertainment:** Entertainment is an essential part of everyday life to break the routine life and divert our attention from the stressful life we lead today. Communication opens a wide possibility of entertainment to the people. It begins with the interpersonal communication to the vast ocean of mass communication. The scope of films, drama, music, comedy etc. is broad in the entertaining aspect.

4.3 IMPORTANCE OF COMMUNICATION

Effective communication is an important life skill that enables us to better understand and connect with the people around us. It allows us to build respect and trust, resolve differences and foster environments where problem-solving, caring, affection and creative ideas can thrive. Lack of effective communication relatively leads to conflict and frustration in professional and personal relationships. The following points highlight the importance of communication:

- Communication helps to spread knowledge and information among people. For example, authors write books to impart knowledge to the world, and teachers share their experiences with their students. Also, friends or co-workers discuss their ideas with each other, and companies exchange information with their subsidiaries and customers.
- The advent of the internet not only allows people to have better access to knowledge and information in all fields, but also makes it easier and faster to contact with people around the world.
- Communication is the foundation of all human relationship. At first, strangers start talking and getting to know each other, and then the relationships are formed when they have more interaction and communication.

- Communicating helps people to express their ideas and feelings, and it, at the same time, helps us to understand emotions and thoughts of others. As a result, we will develop affection or hatred toward other people, creating positive or negative relationship.
- It is no doubt that communication plays a vital role in human life. It not only helps to facilitate the process of sharing information and knowledge, but also helps people to develop relationships with others. Every day, we communicate with many people including our families, our friends, our colleagues, and even strangers. We should learn how to communicate effectively to make our lives better.

4.4 LEVELS OF COMMUNICATION

We communicate with one another on many different levels. Because we do not have direct access to the thoughts and feelings of other people, we must rely on communication to convey messages to one another. There is more to communication than simply using language to speak to one another. Communication exists on a several number of levels and in a variety of forms.

Communication can involve sending messages to both large and small audiences. Internal messages are intended for recipients within the organization. External messages are directed to recipients outside the organization. When considering the intended audience, communication can be described as taking place on 5 levels as follows:

- 1 **Intrapersonal Communication-** It is within oneself because it does not involve a separate sender and receiver; some do not consider intrapersonal communication to be proper communication. Others, however, believe that communication is an essential foundation of effective communication when conceived of as the degree of our self-awareness communication. Accurate perception of ourselves and an understanding of how others see us is the first building block of effective communication. Self-awareness is generally achieved through self-awareness or what might be thought of as intrapersonal communication.
- 2 **Interpersonal Communication-** It is the communication that occurs between two people. Its goals are to accomplish the tasks and help the participants feel better about themselves and each other because of their interaction. Examples of interpersonal communication include that occurring between a supervisor and subordinate and that occurring between two co-workers.
- 3 **Group Communication-** It occurs among more than two people, generally in a small group. The group communication is to achieve greater output through the collaboration of several individuals than could be produced through individual efforts. Examples of group communication include occurring within a committee or a work team.

- 4 **Organizational Communication-** It generally involves large groups working together in such a way as to accomplish complex, ambitious tasks. The goal of organizational communication is to provide adequate structure communication flow, and channels and media for communication to allow that to happen.
- 5 **Public Communication-** This type of communication is intended to help the organization to reach out to its public to achieve its external communication goals. Examples of public communication include advertisements, public relations, crisis management, and website communication about the company and its products and services. Some forms of public communication, such as advertisements and public relations, might be characterised as mass communication since they are often transmitted using media.

4.5 COMMUNICATION PROCESS

The Process of communication begins with ideation. Ideation means generating a thought or an idea or an emotion. This idea needs to be expressed to others in a meaningful manner. Therefore, the idea takes the shape of a coded message. Code, here, refers to the language or signals used for creating the message. Encoding is done by the sender, who wants to communicate. This message uses a channel and a medium to reach the receiver. The receiver receives and decodes the message and reacts to the message which is called feedback. This process is affected by the understanding of the sender and the receiver, physical distances and disturbances etc. These barriers that affect, distort or impede the process are represented as noise. Some scholars say that it is difficult to eliminate of noise, although it can be minimized through effective communication skills.

Thus the basic elements of communication are Sender, Receiver, Message, Channel, Medium, Feedback and Noise.

- **Sender:** Sender is the person who intends to send a message to others. The sender receives a stimulus, perceives it, generates an idea, and encodes that idea into a message. The sender needs to be careful about the codes used for coining the message because an uncommon code can break-down the communication process. For example, speaking in English to a person who does not know English will not complete the communication process. The sender must be aware of six variables when communicating with another person.
 - Receiver’s Communication Skills
 - Receiver’s Attitudes
 - Receiver’s Knowledge Level
 - Receiver’s Social Position
 - Receiver’s Culture

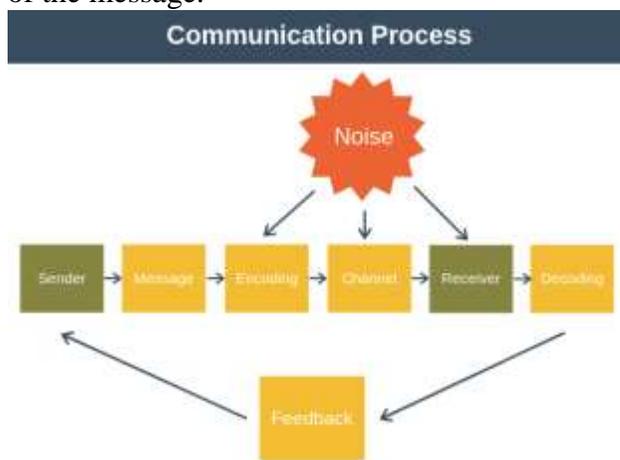
– Receiver's Feedback

- **Receiver:** The Receiver receives the message from the sender and decodes it. The receiver understands the message and expresses that to the receiver in the form of feedback. The receiver is guided by his or her background, experience, education, and attitude etc.... to understand the meaning of the message. Therefore, perception plays an important role in successfully For example, if the sender cracks a joke, but the receiver's sense of humor is poor then the experience for both the sender and the receiver will be bad as the intended message is not understood in the right spirit. To make communication effective the receiver should also try and understand the following aspects:

- Sender's Communication Skills
- Sender's Attitudes
- Sender's Knowledge Level
- Sender's Social Position
- Sender's Culture
- Message received by Sender

- **Message:** It is the coded content. It is the piece of information or expression that moves from the sender to the receiver. It is basically the subject matter that sender intends to share with the receiver. This can be a greeting, an order, information, instruction etc. The message has three components:

- Content- It is simply communicating what you desire to communicate i.e. the subject matter.
- Context- It involves adapting your presentation to the audience situation.
- Treatment- It is the arrangement or order of the content by the speaker. The treatment directly supports the context and content of the message.



- **Channel:** The pathway the sender uses to send a message to the

receiver. It can be formal or informal. Formal channels used in organizations include upward, downward, horizontal and diagonal. Formal channels connect various departments and hierarchy levels with one another. Informal channels can be in the form of one-to-one spontaneous transactions or even a group gossip.

- **Medium:** It is the carrier of the message. The medium used by the sender will depend on sender and receiver's mutual convenience and requirements. It can be oral, written, audio-visual, electronic etc.... For instance, if the sender wants to send a message to the receiver who stays in another town, the sender may choose to speak over the phone, or use a mobile phone, or send a SMS, or write a letter, or send an email, or sit for videoconferencing etc.... The choice of the medium depends on the mutual convenience and requirements of the participants.
- **Feedback:** This is the reply or reaction of the receiver towards the message sent by the sender. It is vital for the success of the communication process. Without feedback, it is difficult to assess the impact of the message sent. For example, to assess whether a TV programme is successful or otherwise, production houses ask viewers to write in about the programme. If there are no responses from the audience, the production houses may not be able to know their performance. Or, in an organizational situation a manager must seek and provide feedback to make the communication process effective.
- **Noise:** The —noise or the gap that remains between the communicated message and the interpreted message is barrier in the process of communication. These gaps are created due to various factors both human and environmental. It is important to reduce these gaps for a fair understanding between the communicating partners. The lesser the gap the more is the understanding and vice-versa.

To communicate effectively, one needs to be familiar with the factors involved in the communication process. Awareness helps plan, analyse situations, solve problems, and in general do better in work no matter what the business might be.

4.6 BARRIERS TO EFFECTIVE COMMUNICATION

Communication is a process beginning with a sender who encodes the message and passes it through some channel to the receiver who decodes the message. Communication is fruitful if and only if the sender's message is interpreted with the same meaning by the receiver. If any kind of disturbance blocks any step of communication, the message will be destroyed. Due to such disturbances, we may face severe problems at our

workplace. Thus we must locate such barriers and take steps to eliminate them.

There are several barriers that affect the flow of communication. These barriers interrupt the flow of communication from the sender to the receiver, thus making communication ineffective. It is essential for us to overcome these barriers. The main barriers to communication are summarized below.

Barriers to communication



Following are the main Communication Barriers / reasons for Communication Breakdown:

- **Perceptual and Language Differences:** Perception is generally how everyone interprets the world around him. All generally want to receive messages which are significant to them. But any message which is against their values is not accepted. A same event may be taken differently by different individuals.

For example: A person is on leave for a month due to personal reasons (family member being critical). The HR manager might be in confusion whether to retain that employee or not, the immediate manager might think of replacement because his team's productivity is being hampered, the family members might take him as an emotional support.

- **Value** means different in different sentences. Communication breakdown occurs if there is wrong perception by the receiver.

The linguistic differences also lead to communication breakdown. Same word means different to different individuals. For example, consider the word – VALUE:

What is the **value** of this Laptop?

I **value** our relationship?

What is the **value** of learning technical skills?

- **Information Overload:** We are surrounded by a pool of information. It is essential to control this information flow. Else the information is likely to be misinterpreted or forgotten or overlooked. As a result communication is less effective.
- **Inattentive:** At times we just do not listen, but only hear. For example a traveller may pay attention to one –NO PARKING sign, but if such sign is put all over the city, he no longer listens to it. Thus, repetitive messages should be ignored for effective communication. Similarly if a superior is engrossed in his paperwork and his subordinate explains his a problem, the superior may not get what he is saying, which leads to the subordinate's disappointment
- **Time Pressures:** Often in organization the targets must be achieved within a specified time period, the failure of which has adverse consequences. In a haste to meet deadlines, the formal channels of communication are shortened, or messages are partially given, i.e., not completely transferred. Thus sufficient time should be given for effective communication.
- **Distraction/Noise:** Communication is also affected a lot by noise or distractions. Physical distractions are also there such as, poor lightning, uncomfortable sitting, unhygienic room also affects communication in a meeting. Similarly use of loudspeakers interferes with communication.
- **Emotions:** Emotional state at a particular point of time also affects communication. If the receiver feels that the communicator is angry, he interprets that the sent information is very bad. While he takes it differently if the communicator is happy and jovial (in that case the message is interpreted good and interesting).
- **Complexity in Organizational Structure:** Greater the hierarchy in an organization (i.e. more the number of managerial levels), the more is the chances of communication getting destroyed. Only the people at the top level can see the overall picture while the people at the low level just have knowledge about their own area and a little knowledge about other areas.
- **Poor retention:** Human memory cannot function beyond a limit. One can't always retain what is being told especially if he is not interested or not attentive. This leads to communication breakdown.

4.7 OVERCOMING COMMUNICATION BARRIERS

There are lot of communication barriers faced these days by all. The receiver does not understand the message intended by the sender in the same terms and sense and thus communication breakdown with t hese communication barriers so as to ensure smooth and effective communication.

In the previous section we have discussed the significant barriers of communication. Let's talk about how to overcome these barriers communication.

- **Clarify Ideas before Communication:** The person sending the communication should be very clear in his mind about what he wants to say. He should know the objective of his message. Therefore, he should arrange his thoughts in a proper order.
- **Use of Simple Language:** Use of simple and clear words should be emphasized. Use of ambiguous words and jargons should be avoided.
- **Reduction and elimination of noise levels:** Noise is the main communication barrier which must be overcome on priority basis. It is essential to identify the source of noise and then eliminate that source.
- **Communicate According to the Need of the Receiver:** The sender of the communication should prepare the structure of the message not according to his level or ability, but he should keep in mind the level, understanding or the environment of the receiver.
- **Consult Others before Communication:** When planning the communication, suggestions should be invited from all the persons concerned. Its main advantage will be that all those consulted at the time of preparing the communication plan will contribute to the success of the communication system.
- **Be Aware of Language, Tone and Content of Message:** The sender should take care that the message should be framed in clear and beautiful language. The tone of the message should not injure the feelings of the receiver. As far as possible the contents of the message should be brief and excessive use of technical words should be avoided.
- **Active Listening:** Listen attentively and carefully. There is a difference between -listening| and -hearing|. Active listening means hearing with proper understanding of the message that is heard. By asking questions the speaker can ensure whether his/her message is understood or not by the receiver in the same terms as intended by the speaker.
- **Convey Things of Help and Value to the Listener:** The subject matter of the message should be helpful to the receiver. The need and interest of the receiver should specially be kept in mind. Communication is more effective in such a situation.
- **Emotional State:** During communication one should use body language effectively. He/she should not show their emotions while

communicating as the receiver might misinterpret the message being delivered. For example, if the conveyer of the message is in a bad mood then , the receiver might think that the delivered information is not good.

- **Ensure Proper Feedback:** The purpose of feedback is to find out whether the receiver has properly understood the meaning of the information received. In face-to- face communication, the reaction on the face of the receiver can be understood. But in case of written communication or some other sort of the sender should adopt a proper method of feedback. Avoid giving negative feedback. The contents of the feedback might be negative, but it should be delivered constructively. Constructive feedback will lead to effective communication between two persons.
- **Avoid Information Overload:** We should know how to prioritize our work. We should not overload ourselves with the work. We should spend quality time with Our speakers and should listen to their problems and feedbacks actively.
- **Proper Media Selection:** We should properly select the medium of communication. Simple messages should be conveyed orally, like face to face interaction or meetings. The use of written means of communication should be encouraged for delivering complex messages. For significant messages reminders can be given by using written means of communication such as: Messages, Memos, Notices etc. communication such as: Messages, Memos, and Notices etc.

4.8 HOW TO IMPROVE YOUR COMMUNICATION SKILLS

Here are some pointers to look out for when looking to improve your ability to communicate with others effectively:

1. Listening

To become a good communicator, it is important to be a good listener. It is important to practice active listening – pay close attention to what others are saying and clarify ambiguities by rephrasing their questions for greater understanding.

2. Conciseness

Convey your message in as few words as possible. Do not use filler words and get straight to the point. Rambling will cause the listener to tune out or be unsure of what you are talking about. Avoid speaking excessively and do not use words that may confuse the audience.

3. Body language

It is important to practice good body language, use eye contact, utilize hand gestures, and watch the tone of the voice when communicating with others. A relaxed body stance with a friendly tone will aid in making you look approachable to others.

Eye contact is important in communication – look the person in the eye to indicate that you are focused on the conversation. But make sure to not stare at the person as it can make him or her uncomfortable.

4. Confidence

Be confident in what you say and in your communication interactions with others. Being confident can be as easy as maintaining eye contact, maintaining a relaxed body stance, and talking with concision. Try not to make statements sound like questions and avoid trying to sound aggressive or demeaning.

5. Open-mindedness

In situations where you disagree with what someone else has to say, whether it be with an employer, a co-worker, or a friend, it is important to sympathize with their point of view rather than simply try to get your message across. Respect the opinion of others and never resort to demeaning those who do not agree with you.

6. Respect

Respecting what others have to say and acknowledging them is an essential aspect of communication. Being respectful can be as simple as paying attention to what they have to say, using the person's name, and not being distracted. By respecting others, the other person will feel appreciated, which will lead to a more honest and productive conversation.

7. Using the Correct Medium

There are several different forms of communication to use – it is important to choose the right one. For example, communicating in person about serious matters (layoffs, salary changes, etc.) is more appropriate than sending an email regarding the matter.

4.9 GOOD COMMUNICATION SKILLS FOR A GREAT CAREER

Succeeding in your career requires good communication skills. You need to know what you want and how you will to attain it. Being an excellent communicator can help propel your career.

Good communication skills can aid in helping you land an interview and pass the selection process. Being able to articulate well provides a

significant advantage! To do your job effectively, you have to discuss problems, request information, interact with others, and have good human relations skills – these are all part of having good communication skills. They help in being understood well and helping understand the needs of those around you.

Poor Communication in the Workplace

Communication drives workplace success. Although the detriments of poorly communicating with others may not be apparent in the short term, it has a crippling effect on the workplace in the long-term. Here are some signs of poor communication:

- Lack of specific communication
- Using the incorrect mediums to convey important messages
- Passive-aggressive communication
- Lack of follow-through and consideration
- Blaming and intimidating others
- Failing to listen

An example of poor communication would be the RadioShack layoff notices in 2006. The electronics chain laid off 400 employees by notifying employees by email. The company faced significant backlash following the move, with many surprised that it used email instead of face-to-face meetings.

Poor communication by Radioshack resulted from using the incorrect medium of communicating with its employees. The company's employees felt dehumanized and subsequently resented the company.

4.10 CHECK YOUR PROGRESS

1 What barriers to digital communication do you deal with?

2 Has the development of the internet and social media caused a change in the way we communicate (quality, quantity, style etc.)?

3 Do you believe that teenagers could benefit from communication

courses?

4 Is there a way we can measure or assess effective communication?

5 Can culture, gender, nationality, or social class influence communication?

:: STRUCTURE::**5.0 Learning Objectives****5.1 What are Communication Styles?****5.2 Benefits of Understanding Different Communication Styles****5.3 Types of Communication Styles****5.4 How Communication Style affects your Message****5.5 Check Your Progress**

5.0 LEARNING OBJECTIVE

- To be a powerful and effective communicator
- Identify your own and others' communication style
- Maximize your communication
- Increase your ability to build rapport and influence others

5.1 WHAT ARE COMMUNICATION STYLES?

Communication styles are different approaches to expressing our thoughts, feelings and opinions. As a leader, it's important to remember communication is multi-faceted and includes verbal and non-verbal communication, such as body language and facial expressions.

They are the characteristics and patterns we fall back on when communicating with others, both verbally and non-verbally. Everyone operates on patterns – our daily rituals, our inner self-talk and our habits are all patterns. These patterns are all learned, including communication. No one is born knowing how to give an amazing TED our personalities, experiences and beliefs influence our communication styles

Some styles are toxic while others are healthy and positive. It's essential to understand the different communication styles so that you can change yours if you're stuck in a negative pattern.

5.2 BENEFITS OF UNDERSTANDING DIFFERENT COMMUNICATION STYLES

A good understanding of the five basic styles of communication will help you learn how to react most effectively when confronted with a difficult person.

It will also help you recognise when you are not being assertive or not behaving most effectively way. Remember, you always have a choice as to which communication style you use. Being assertive is usually the most effective, but other styles our personalities, experiences and beliefs influence our communication styles etc.).

Good communication skills require a high level of self-awareness. Once you understand your communication style, it is much easier to identify any shortcomings or areas that can be improved if you want to start communicating more assertive.

Suppose you're serious about strengthening your relationships, reducing stress from conflict and decreasing unnecessary anxiety in your life, practice being more assertive. It will help you diffuse anger, and build better personally and professionally relationship.

Strong communicators tailor their communication style to the audience they're conversing with. If you choose the wrong communication approach, it can cause individuals to not listen, feel disengaged or even spark conflict. That's why you must understand different communication styles to choose the most effective means of communication possible.

According to Psychologist and Coach Claire Newton, a good understanding of the five basic styles of communication will help you learn how to react most effectively when confronted with a difficult person.

“Remember, you always have a choice as to which communication style you use,” says Claire Newton. “Being assertive is usually the most effective, but other styles are, of course, necessary in certain situations. If you're serious about strengthening your relationships, reducing stress from conflict and decreasing unnecessary anxiety in your life, practice being more assertive.”

The first rule of effective communication: The success of the communication is the responsibility of the communicator.

5.3 TYPES OF COMMUNICATION STYLES

Some situations will call for specific styles, or you might find that one style is particularly effective with one person, while another works better for someone else. Styles can be combined, and people use styles different from their default ones based on who they are communicating with.

There is no point in inflexibly using only one style to communicate with everyone person you encounter throughout the day, though some styles are generally more effective than others.

Passive	Passive Aggressive	Aggressive	Assertive
<i>Emotionally dishonest, indirect, inhibited, self-denying, blaming, apologetic.</i>	<i>Emotionally dishonest, indirect. Self-denying at first. Self-enhancing at expense of others later.</i>	<i>Inappropriately honest, direct, expressive, attacking, blaming, controlling, self-enhancing at expense of others.</i>	<i>Appropriately honest, direct, self-enhancing, expressive, self-confident, empathic to emotions of all involved.</i>
<i>"Others' rights and needs take precedence over mine"</i>	<i>"I subtly make clear that my rights and needs prevail"</i>	<i>"I boldly insist that my rights and needs prevail"</i>	<i>I clearly express that we both have rights and needs"</i>

1. Assertive Communication Style

- This is the most effective communication style.
- A person using this style is confident in their convictions but ensures that they do not belittle or steamroll others in the conversation.
- They do not resort to manipulation or pushing limits, instead rather they seek compromise and consensus through active listening and clearly expressing their wants or needs.
- Assertive communicators tend to have naturally high self-esteem, and they do not veer into passive or aggressive communication.
- A hallmark of assertive communication is the use of "I" statements, such as "I feel as though you are interrupting me during the client meeting undermined my expertise," rather than "You need to be quiet during client meetings since you insist on interrupting constantly".
- This style of communication is recommended in most business settings.
- Calm, measured, and positive, many situations can be handled, and problems solved, by proactively using assertive

communication.

Technique for being a more Assertive Communicator

- Speak from a place of confidence. If you're not a naturally confident person, fake it 'till you make it! You know best what you need to be successful, trust in yourself.
- Consider both your needs and the needs of those you are communicating with. Try to be solution-oriented, positive, and sensitive to the other person's point of view.
- Look at your verbs. Don't sugar-coat things or soften them. Say "**will**" instead of "**could**" or "**should**". Think of how different these two sentences sound: "I will take the lead on this project." vs. "I could take the lead on this project."

Working Effectively with an Assertive Communicator

- Give them the space to talk. They will let you know their ideas and their solutions; you just need to listen and give them the chance to communicate.
- Ask them what they think, and do not dismiss them if they are critical. If they think you are wasting their time, they will not bother being helpful to you.
- Expect them to ask for your thoughts as well. They want a conversation and are solution-oriented. Bring your solutions and criticisms and expect there to be a respectful conversation.

2. Aggressive Communication Style

- This communication style can be hostile, threatening, and comes from a place of wanting to win at all costs.
- An aggressive communicator behaves as if their contribution to the conversation is more important than anyone else, and the content of their message is often lost because of the tone of their delivery.
- This type of communication can result in people feeling belittled, steamrolled, and intimidated.
- In some cases, they may reactively push back at an aggressive communicator, not because the communicator is incorrect, but simply because the delivery of the message is so unpleasant that they instinctively disagree.
- This type of communication has been observed in some business leaders, who can control their style enough to come across as bold, rather than domineering, but that takes skill.
- In day-to-day operations, this is not a style that will endear someone to their colleagues, and it is advised that this style is avoided in most cases.

Adjusting your Aggressive Style to Communicate better

- The confidence of an aggressive communicator is very close to the self-assurance of the assertive communicator. The big difference is that an assertive communicator values the other person's feelings, whereas an aggressive communicator does not. Switch your style by considering how your request - and the way that you deliver it - will affect the person you're speaking to.
- Look at your body language. Aggressive communicators use physical proximity, tone of voice, and gestures to underline their power in the conversation. This is not going to help your communication succeed. Step back, and tone it down. Colleagues will respond much better to a new, calmer conversational style.
- Change your point of view. You don't want to 'win' the conversation; you want to solve the problem. There's a much better chance of doing so if you work with others.

Working effectively with an Aggressive Communicator

- This is a tough one. Aggressive communicators are notoriously tricky to work with. If you are unable to help them adjust their style, then prepare yourself for their blunt tone and unpleasant delivery.
- If you are in a position where you can advise the person on their behavior, introducing them to the communication styles, and the advice given above on adjusting it, could be a fruitful conversation.
- Get them down to business immediately and streamline the conversation so that it doesn't wander off into unpleasant or irrelevant topics.

3. Passive Communication Style

- This type of communication is also known as the submissive communication style. Another way of describing it is the "people-pleaser" type.
- This type of communication is self-effacing, conflict-avoidant, and easy-going.
- That's not to say that a passive communicator is always happy - this communication style can lead to resentment building up over time because the person is unable to clearly communicate their opinions, needs, and wants.
- Passive communicators tend to step back and let other, more assertive, or aggressive, people lead the way.
- They can find it difficult to effectively express themselves and want to avoid confrontation at all costs. This can directly lead to their good ideas never being heard, or for miscommunications to come up.
- In business, this style of communication can be used in reaction to aggressive communication, especially when handling a client or other person with whom other styles of communication are not

working.

- However, within a team or department, managers should work to help passive communicators access a more assertive style, so their valuable insights and ideas do not get passed over.

Adjusting your Passive Style to Communicate better

- Be confident in the value of your contributions. If this is difficult for you, try the fake it 'till you make it advise we gave above for those hoping to become more assertive. Start small and build your confidence.
- Learn the value of "No". You can only take on so much work and being able to set healthy workplace boundaries will help you be able to make sure your plate is not being overloaded by those looking to take advantage of your people-pleasing nature.
- You're already good at compromise, but make sure you are not compromising everything. Look for solutions where everyone can win and offer them up.

Working effectively with a Passive Communicator

- Directly ask their opinions on subjects. Give them space within the conversation to offer their views and allow them the time to properly express them.
- Do not dismiss their ideas. They are working hard to build their confidence, if an idea won't work, point out the value of the idea and highlight the positive aspects of it, rather than cutting them down with a short "Well, that won't work."
- Keep conversations positive and solution-oriented. Don't be angry or confrontational, that will cause them to shut down completely.

4. Passive-Aggressive Communication style

- This communication style, like the name suggests, combines aspects of passive and aggressive communication styles.
- The passive exists on the surface, while the aggressive simmers beneath.
- Outwardly, the communicator seems sweet and easy-going, but they are operating from a place of anger and resentment.
- This bubbles up and can be shown through using sarcasm, being patronizing, starting rumors, or gossiping.
- Their frustration comes out through these indirect routes, but they will have the same effect as someone who is straightforwardly aggressive; colleagues will not want to work with them.
- This style **tends to be very toxic** in the workplace, spreading discontent and resentment throughout the team or department.
- There are no times that this style of communication is appropriate in a business setting. If there are communicators in your organization that default to this style, it is key that they are helped to readjust to a less disruptive style.

Adjusting your Passive-Aggressive Style to communicate better

- Pinpoint where your anger comes from. Do you feel like your team doesn't listen to you? Do you feel like your contributions are overlooked? Find out the issue and communicate this with your manager.
- Look at your motivation when communicating. Are you coming from a place of wanting to help solve the problem, or are you lashing out? Adjust how you approach conversations and try to focus on positive, solution-oriented statements instead.
- Understand that business relationships can be complicated. Confidently and consistently approaching conversations in a positive and pleasant manner can improve your work life dramatically. You can't control how people act towards you, but you can control how you react to them. Changing the style of communication can bring a sea change to your relationships at work.

Working effectively with a Passive-Aggressive Communicator

- Try to understand their motivations, if possible. If there is an outside force causing them to communicate this way, then it could be within your power to help solve that problem. Do they consistently use this style when dealing with an aggressive communicator? Does this only happen when they are faced with short deadlines? Think about what is causing this to happen.
- Don't meet them with the same style. It can be tempting to respond in kind, but that continues an unhealthy cycle of communication. Instead, focus on assertive communication. If you offer responses that highlight their contribution, offer win-win solutions, and do not belittle them, they will see the value of a different type of communication style.
- Focus on their message and rephrase it in an assertive manner. Change the tone while demonstrating the communication style you would prefer their message to be delivered in.

5. Manipulative Communication Style

- This communication style uses cunning, deceit and influence to control the outcome of the conversation, and thus the actions of the people around them.
- Manipulative communicators rarely say what they mean. Instead they will bury their real goals within layers of obfuscation to get their way without the other person even realizing it.
- This style is often characterised as insincere and patronizing, and when people realize that they have been played by a manipulator has played. They will not respond well to that person in future communications.
- While some manipulation could come in useful in a customer-facing role where there is a need to calm down an irritated client, this style will lead to some clashes within teams or departments if

one employee is using it consistently.

- Where possible, a manipulative communicator should be steered into assertive communication.
- Manipulator knows what they want to achieve and has clear goals, they are just not taking the best path to get there. By prioritizing everyone's needs, not just their own, they could achieve better results without upsetting colleagues.

Adjusting your Manipulative Style to Communicate better

- Work on being more direct with your wants and needs. Practice asking directly for what you would like, and having grace if the answer is not what you would like.
- Understand that this style of communication quickly breeds resentment among colleagues. As you adjust your style, expect them to be a bit wary of your motivations! Be consistent in your change, and remember to look for solutions that benefit everyone, not just you.
- Stay away from using emotional arguments. Be factual, precise, and direct in your communication.

Working effectively with a Manipulative Communicator

- As with an aggressive communicator, you should endeavour to steer them into assertive communication. You could try redirecting them when they try to use emotional arguments, not allowing them to derail the conversation towards their own goals and doggedly sticking to the topic of the conversation.
- Don't respond to them with criticism; rather use the assertive restating tactic to clarify what they are saying while demonstrating the way you wish them to say it. You will have to be vigilant with these types of communicators that they do not sneakily introduce their agenda into conversations.
- Use your patience and stay calm during conversations. Stand strong in your convictions and they will see that you are not an effective target for their communication style. They will adjust their approach by firmly but politely refusing to allow them to manipulate you.

5.4 HOW COMMUNICATION STYLE AFFECTS YOUR MESSAGE?

Each person will have a preferred method of communication, and endeavouring to use it can help make sure that you are effectively getting your message across.

No matter what your style is, you can adjust it to fit these four types, depending on the style of the person you are communicating with. It may take some practice, but it will make you a much more effective communicator.

1. Analytical

- An analytical communicator favours data and hard numbers.
- They want quantifiable information and disregard emotional statements as too vague or unimportant.
- This means that they would prefer a statement such as "this quarter, sales are up 8.2%, and we are going to exceed our projections by 1.4%" rather than one like "we're killing it on sales this month!".
- When communicating with this type of person, do your research first! Lay out the numbers, then follow up with your request.
- The upside of this is that an analytical communicator is good at looking at issues logically. There won't be any problems with emotions getting in their way. If an analytical communicator is not performing well, you could bring them the numbers that show where they are lacking, and they will accept that they need to improve in those areas.
- The downside is that they can be perceived as cold or emotionless. They may make colleagues feel uncomfortable or dismiss those who do not communicate in the same way. This can cause some issues within teams who have disparate styles of communication, such as personal communicators. They also might take too much time analyzing, calculating, and checking details, leading to a slow response time to issues, and resulting in lost opportunities.

2. Intuitive

- An intuitive communicator is all about the big picture.
- This is the type of person who doesn't like getting bogged down into the nitty-gritty details of a project, they prefer to get the general overview.
- They are quick to see the broad picture and can easily leap to the conclusion, sometimes offering great insights as to how best to complete a project.
- When you communicate with this type of person, give the Cliff's Notes version: "This new marketing project is going to use a new algorithm to target potential customers with even more precision!" rather than "First, we are going to A/B test the new algorithm, next we are going to develop three levels of tailored content, then we are going to deploy the project, then we are going to use these metrics to measure our success."
- The upside is that this type of communicator understands ideas quickly and is already proposing solutions to possible challenges. They don't need to have their hand held; they are already off and running. They can often come up with out-of-the-box ideas and enjoy challenging themselves and others.
- The downside is that this impatience can lead to mistakes. Intuitive communicators hate having to sit through the boring

details, but they risk missing crucial information by skipping. They also will chafe at communicators who need to explain ideas or projects step-by-step, like functional communicators.

3. Functional

- The functional communicator lives on the other side of the spectrum from the intuitive communicator.
- They prefer to walk through the steps of the process, outlining each one until they reach the conclusion and can tie it all up in one neat package.
- They are detail-oriented, good at understanding which processes will be the most helpful to ensure success, and they can be trusted to create functional timelines, allocate tasks, and run projects.
- When speaking with a functional communicator, make sure that you are prepared!
- They will want to know the full details of the project, you don't want to get caught up with metrics, feelings or big picture thinking, you must instead come with the project laid out and ready to inspect.
- Using a sentence like "We want to create an improved user manual. We would like you to write the outline, consult with the developers, hire a technical writer, and edit the finished product." will serve you much better than "Don't you think the user manual could use some improvement? Can you take care of that?"
- The upside of a functional communicator is their detail-oriented mind will be sure not to miss any important steps. They find it easy to focus on implementing projects and have a native understanding of what it will take to accomplish. Their thorough nature will make sure that the project runs successfully.
- The downside of this is that their dogged focus on the process, improving each step and stage, can sometimes lead to them losing sight of the big picture and not accomplishing the actual goals of the project.
- Their plodding, step-by-step style can also bore the audience, especially if a functional communicator is paired with an intuitive communicator. These two styles are a bit like oil and water; neither appreciates the other's communication very much. However, if done well, a functional communicator can take on the minutiae of a project while the intuitive communicator deals with the big picture.

4. Personal

- The personal communicator is opposite to the analytical communicator on this spectrum of communication styles.
- They prefer to use emotional language and value the human connection, seeking to know how their colleagues are feeling as well as what they are thinking.

- This type of communicator tends to be a diplomat, helping solve conflicts and seeking peaceful solutions to inter- and intradepartmental issues.
- For this type of communicator, you want to lean into the emotional component. Something like "Do you feel like our customer success team is feeling burnt out recently? Their numbers have dropped. Please explore this further and see if they are feeling like they need more support." will net you much more success than "Our customer satisfaction scores have dropped 11% this year and we are not in line to meet our targets. We need to find and fix that problem, bringing the scores back up this quarter."
- The upside to this style is that a personal communicator will effortlessly build deep bonds within their team. They are focused on building cohesion and often will step into a problem-solving role when others are having difficulty in their communication.
- The downside to this style of communication is that it might become too emotional for other communicators. Analytical communicators especially will not appreciate this approach, and may well disregard what personal communicator's say, which can lead to hurt feelings or resentment.

5.5 CHECK YOUR PROGRESS

Communication Styles Quiz

The following questions will help you understand of what your communication style is. Check off any for which your answer is yes. However, you'll probably be able to see that you do many of these things sometimes, so only check off those that seem to describe you best. The style for which you have most checks is your dominant communication style.

Passive

_____ Do you try to push your feelings away rather than express them to others?

_____ Do you fear that expressing yourself will cause others to be angry with you or not like you?

_____ Do you often say things like "I don't care" or "It doesn't matter to me" when you do care or it actually does matter?

_____ Do you keep quiet or try not to rock the boat because you don't want to upset others?

_____ Do you often go along with others' opinions because you don't want to be different?

Total: _____

Aggressive

_____ Are you most concerned with getting your way, regardless of how it impacts others?

_____ Do you yell, swear, or use other aggressive communication means.

_____ Do your friends fear you?

_____ When communicating with them, are you disrespectful toward not caring if they get what they need as long as your needs are met?

_____ Do you have an attitude of "my way or the highway"? Have you ever heard anyone describe you this way?

Total: _____

Passive-Aggressive

_____ Do you have a tendency to be sarcastic when you feel angry?

_____ Do you tend to give people the silent treatment when you're angry with them?

_____ Do you often find yourself saying one thing but thinking another, such as going along with another person's wishes even though you want to do something else?

_____ Are you generally reluctant to express your emotions but find that how you feel gets expressed in other ways, like slamming doors or other aggressive behaviours?

_____ Do you fear that expressing yourself will cause others to be angry with you or stop liking you, so you try to get your message across in more subtle ways?

Total: _____

Assertive

_____ Do you believe that you have a right to express your opinions and emotions?

_____ When you're disagreeing with someone, are you able to express your opinions and emotions clearly and honestly?

_____ When communicating with others, do you treat them with respect while also respecting yourself?

_____ Do you listen closely to what others are saying, sending them the message that you're trying to understand their perspective?

_____ Do you try to negotiate with others if you have different goals, rather than being focused on getting your own needs met?

Total: _____

*It is not uncommon for people to use different styles depending on the situation and person they're communicating with. The point is not to diagnose how you communicate, but to increase awareness of your patterns of communicating so you can choose to communicate in different ways if you choose.

Elective 1 – Soft Skills & Emotional Intelligence

:: STRUCTURE::**6.0 Learning Objective****6.1 Introduction****6.2 Understanding Interpersonal Communication Skills****6.3 Importance of Interpersonal Communication****6.4 Types of Interpersonal Communication****6.5 Barriers to effective Interpersonal Communication****6.6 Benefits of Interpersonal Communication Skills****6.7 Tips, Strategies & Qualities to Improve Interpersonal Communication Skills****6.8 List of Interpersonal Skills for your Resume****6.9 Check your Progress**

6.0 LEARNING OBJECTIVES

- Describe interpersonal skills and behaviour cycles.
- Apply the concepts of transactional analysis.
- Use language patterns to show positivity.
- Build rapport to help build positive relationships.
- Use the principles of persuasion to influence others.

6.1 INTRODUCTION

We've all been there! You dress in your smartest outfit and confidently step into the interviewer's cabin with your CV and certificates in hand. But then you discover you won't just be judged on your technical knowledge and experience but also your soft skills. While talent, skills, and experience are crucial, how important do you think interpersonal communications are to success in the workplace?

Or

Have you met that dynamic, charismatic person who is the life of the party, who walks into a room and immediately changes the dynamics of any conversation, someone who people talk about for hours even after he leaves the place?

If you have, then you might have wondered at large what makes him so adorable to so many different people at the same time. In short, you would be interested in tracking down his "X-factor", which makes that person adorable.

The secret behind understands the difference between hearing and listening, using verbal skills to communicate effectively, and sending subtle non-verbal signals to move a conversation along to higher levels of conversation. Remember the saying that successful people always remember names, know how to make a powerful introduction, and manage situations.

We always see people with excellent communication skills succeed in their professional and personal lives. Words have tremendous power over all of us. They can heal or hurt someone within a second! But what are interpersonal communication skills and how do you know if you are or can be an effective communicator?

6.2 UNDERSTANDING INTERPERSONAL COMMUNICATION SKILLS

Interpersonal communication consists of verbal and nonverbal communication. People often exchange information and feelings through face-to-face communication. Most of us focus on words we listen to. But interpersonal communication is less about what's said and more about how it's said.

It's not only your words but also the tone of your voice, facial expressions, and body language that powerfully express your thoughts and emotions. Observe and understand these nonverbal signs to learn more about the other person's thoughts and feelings, and how your words and behaviour impact your peers.

Interpersonal Skills, for all the mystery and high-talk surrounding them, could be as simple as handling a conversation. It is all about learning the art of giving in rather than giving up. It also could understand how to use facts and emotions to get people on your side.

Put simply, interpersonal communication is the exchange of information among people. Information can include thoughts, ideas, feelings, and more. This communication occurs both verbally — with words — and non-

verbally, encompassing facial expressions, gestures, body language, and tone of voice.

In the workplace, interpersonal communication occurs in a variety of forms: in team meetings, on client calls, in memos and emails, during performance reviews, while giving employee feedback, and even casually over lunch or during watercooler chats.

Our individual interpersonal communication skills have been in development since we began communicating as children, and these skills vary from person to person. However, we can take steps to improve our ability to communicate.

6.3 IMPORTANCE OF INTERPERSONAL COMMUNICATION

Between the various digital communication channels used in the modern workplace and the increasing number of employees working remotely, interpersonal communication is more important than ever. And the need for top-notch interpersonal communication skills will only increase. In fact, jobs that require effective communication and high levels of social interaction have grown by 12 percentage points in the last 30 years.

People with strong Interpersonal Communication Skills:

- have higher emotional intelligence
- make connections easily
- maintain relationships
- understand how to motivate people
- know how to “read a room”
- make effective leaders

Communication and interpersonal skills remain at the top of the list of what matters most to recruiters, according to a Harris Interactive/Wall Street Journal business school survey. In a survey of nearly 1,000 employers, the Corporate Recruiters Survey Report concluded that listening and oral communication skills are the most sought after ones in potential hires.

Workplaces that hire people with excellent interpersonal communication abilities and that work to nurture these skills in their employees also reaps numerous benefits, including the following:

- They’re more productive.
- They have higher morale.
- They experience fewer conflicts among workers.
- They have higher employee engagement.
- They have less employee churn.

6.4 TYPES OF INTERPERSONAL COMMUNICATION

There are four types of interpersonal communication — Oral, Verbal, Nonverbal, and listening mastering, each is key to success in the Modern Workplace.

1. Oral Communication

Oral Communication is a form of spoken communication, such as public speaking, phone calls, podcasting, or speaking up during a staff meeting. It involves your word choice, tone and pitch of your voice, talking speed, and even your use — or lack thereof — of filler words like “uh,” “um,” and “like.”

In a 2015 study published in the Association for Psychological Science found that candidates were rated as more competent and intelligent and were ranked as more hireable when evaluators heard the candidates make their pitch instead of simply reading their written statements.

Art of Asking

Many people shy away from putting their queries forward. They think that asking questions would create an impression about them being rude, intrusive, or pesky. Although there are certain situations where it is best to refrain from putting your queries forward, asking questions is not some scornful activity in itself.

On the contrary, you could say that we human beings can attribute whatever we have learnt and our entire development curve to our propensity of asking questions. The trick is in seeking purposeful answers that the person can connect with and identify the thought behind the question.

Questions can be broadly classified under two categories:

Open-Ended Questions – These questions are also known as the "Wh-questions" as they are usually preceded by "who, when, where, what, how, and why". While answering these questions, people tend to focus more on giving descriptive answers. **Example:** “Why did you think this was the best decision of your life?”

Close-Ended Questions - These questions can be quickly answered in a few words, even with a simple 'yes' or 'no'. They are asked to get a quick response about facts and figures from the listener. The listener tends to put more stress on his memory as compared to processing thoughts while answering these questions. **Example:** “Are you a resident citizen of this country?”

The art of Proceeding with a Conversation

- To improve your interpersonal skills, the most important step is to address the issues that prevent you from initiating a conversation with someone. It could be shyness, discomfort around authority figures, or lack of content. Knowing the reasons behind your hesitation could help you understand your areas of concern.
- To start a conversation and hold it pleasantly over a length of time, you need to be really interested and involved in the conversation. That will only be possible if you have a genuine love for meeting and knowing new people.
- Having a collection of conversation starters will help if you have a few witty lines and introductory lines ready that will help you in all occasions. Simple gestures like smiling and then waiting for a return smile before introducing yourself, commenting on something in the vicinity, commenting on a shared interest are just some of the starters that can get the other person in a conversational mood.
- The secret behind making small talk is to relax. The more relaxed you are while talking, the more natural you will sound, and the more interested the other person will be in listening to what you are saying.

2. Verbal Communication

This encompasses all types of written communication, including emails, reports, Slack messages, texts, presentation slides, and more. But it isn't just words alone — it also entails the various methods that we use to enhance verbal communication and make our meaning clear, such as employing GIFs and emojis.

Today's increasingly remote workforce is it's more important than ever for employees to possess strong verbal communication skills. The ability to write clearly can even help us land a job more easily and get promoted faster. In fact, a Grammarly study that analysed 100 LinkedIn profiles found that professionals with fewer grammatical errors achieved higher positions and were more likely to be promoted.

To communicate effectively, the first thing we need is not only a good collection of words, but also a good selection of words. Indeed, knowing how to speak is fine, but what to speak is the backbone of any conversation. The Collection- Selection Model of speech adds value and pleasure to any conversation you have. For example, take a look at the usage of the word **astounding** in the following sentences:

Incorrect: This soup tastes **astounding**.

Correct: What you have achieved is an **astounding** feat.

Proper usage of words and the right manner of communication will create ways of sharing opinions and expressing ideas in a positive manner. The objective of Interpersonal Skills is to have a pleasant, informative, and valuable conversation that leaves a lasting positive impression of you in others' minds.

Business experts use well-honed communication skills to prepare their pitch for a deal, handle objections, and settle negotiations. A major part of successful bargaining depends on the rapport you manage to build with a prospect.

3. Nonverbal Communication

This is any type of communication that doesn't involve words. It encompasses everything from body language and hand gestures to eye contact and even what you're wearing and what's visible in the background of your Zoom call.

To get a sense of just how important nonverbal communication is, consider how easily you can change the meaning of a message by using air quotes or even simply saying "Have a nice day!" in a friendly way versus with a sarcastic tone.

Communicating with a visual component, such as in a video call, is a great way to ensure that nonverbal communication cues aren't lost during transmission.

Understanding Body Language

Jarod Kintz had once written that "I am bilingual. I speak English and Body." This statement stresses how important body language is to the image we project of ourselves, and the image we perceive of people around us. Body language helps us generate and transmit messages to observers through our posture, gestures, and body movements.

Inconsistencies between verbal and non-verbal communication often confuse people, as they tend to emphasise body language more to speech. If a person smiles while saying he is sad, his words will lose their value and the observer will take that statement as a lie.

The most critical factors that sum up Body Language are:

Eye Contact – Steady eye contact (not continuous as in staring) indicates a sense of confidence and a willingness to connect with the discussion, as opposed to shying eyes and drooping eyes that give an impression of either under-preparedness, low confidence, or disinterest.

Facial Expression – A person can very easily give away his thoughts if one were to study his face. People who are genuinely happy tend to arch their eyebrows, as compared to those who smile only out of courtesy.

These small hints can give many details and unspoken messages about people.

Posture – It is recommended that you always maintain a proper, straight, and crisp posture while standing or while sitting down. Slouchy posture is often associated with arrogance, sloth, and unproductivity. On the other hand, a person sitting straight in his chair will exude confidence and inspire respect.

Specific Gestures – Nodding is universally accepted as a signal for 'Yes', and five extended fingers denote the number 'five'. These are certain specific movements that you need to be careful of while speaking, so that there is no discrepancy in gesture and speech.

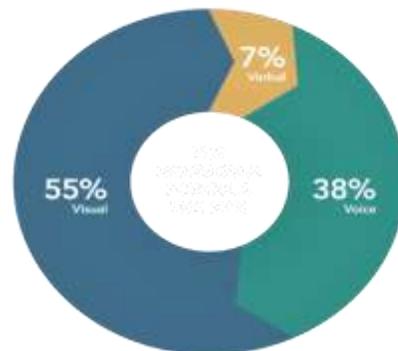
Physical Proximity – The way we shake hands and pat on the shoulders of other people give us either a friendly or amiable image. Standing too close or too far from a speaker could give a sense of intrusion or arrogance.

Mehrabian's 3-Vs

Body language is often instinctive and not conscious, which is why it can be a very good indicator of a person's true feelings and intent. Most of us are constantly analysing each other's body language without even realizing it, which is why it can be very beneficial to be aware of your body and the messages you are conveying with it during conversations.

In his pioneering fieldwork, Professor Mehrabian made two key points:

1. a) There are 3 elements in face-to-face communications, often called the "3-Vs:"
 - Verbal, or words
 - Vocal, or tone of voice
 - Visual, meaning non-verbal behaviours or Body Language
1. b) Visual components communicate far more than verbal – in situations where the words are not compatible with the non-verbal signals – and people tend to believe the behaviour and the tone of voice, not the verbal message.



According to Professor Mehrabian, we evaluate the 3-Vs quite differently. His findings are often called the 7%-38%-55% rule or the Mehrabian formula:

- 7% Verbal
- 38% Vocal
- 55% Visual

His formula was refined under research conditions where there was incompatibility, or incongruence, between words and facial expressions when communicating feelings and attitudes.

4. Listening

Listening is a key part of communication that doesn't involve just hearing what someone says, but also actively understanding what they say. You'll often hear people tout the importance of "active listening" or showing a speaker that they have your attention and you're interested in what they have to say. Aspects of active listening involve making eye contact, nodding your head, taking notes, and saying things like "mm-hmm" to indicate understanding.

Active Listening

Communication is a two-way process where active listening plays significant a role as speaking fluently. Speaking fluently without listening will make any conversation a very short-lived one.

Hearing is simply picking up sound waves in surroundings and realizing that there has been a source of sound, whether you have seen not. On the other hand, listening is not only picking up sound waves but also understanding the meaning of the words spoken, analysing them, interpreting them, and acting accordingly.

In short, hearing involves only the brain, but listening consists of the mind too. Active listening helps in getting a deeper understanding of what the person is saying, which in return, will help you arrive at the most appropriate conclusion.

In addition to that, it also helps you communicate more successfully and build a receptive, cooperative image in the speaker's mind. The person will perceive you as a caring, attentive, and engaged listener with minute attention to details. Insurance Advisors and Investment Bankers all over the world have mastered this art as they understand that their customers are talking about the future of their earnings, which is a sensitive topic to most of them.



6.5 BARRIERS TO EFFECTIVE INTERPERSONAL COMMUNICATION

Interpersonal barriers of communication can be detrimental to workplace relationships and the organization as a whole, few of the barriers are:

Physical Barriers

Accessibility can create interpersonal communication barriers. These can be especially challenging for remote employees who aren't in the same office and can't physically meet in person. But physical barriers also include connection issues, disruptive environments, acoustic interference, weather conditions, and more.

Language Barriers

When we speak different languages, communication is understandably more challenging. But even if both parties do speak the same language, they may have different levels of mastery or they may speak various dialects.

Emotional Barriers

These interpersonal barriers of communication relate to how we process information and the impressions and emotions we attach to communications. All of our communications — whether we're the sender or receiver — are filtered through our personal experiences and the emotions tied to them, and this opens us up to differences in understanding.

6.6 BENEFITS OF INTERPERSONAL COMMUNICATION SKILLS

Few Benefits of Interpersonal Communication Skills are:

- **Being a Good Communicator**

A proficient communicator, who is also a good listener, always encourages others to express themselves more freely. If you wish to be one, understand how you influence others as a speaker. Listen to their opinions expressed through words, gestures including smiles and nods, and silences too.

- **Decoding the Right Message**

Try to decode the message behind a person's speech or nonverbal communication. Expressions speak louder than words, and provide additional information about the emotional states of both the speaker and the listener.

Enhanced Teamwork

There's no 'I' in the word 'team'. Collaborative teamwork or the 'We-ness' among co-workers is the foundation of success for every organization. And clear communication always helps you and your team build trust and inspire each other to achieve common goals.

- **Higher Productivity**

A problem shared is a problem halved. You may break the ice with your team by discussing issues and asking them for their suggestions to find viable solutions. Working together boosts trust and productivity without any deliberate effort, which is crucial for achieving short-term as well as long-term goals.

- **Ironing Out Bottlenecks**

Who hasn't experienced bottlenecks and workload? They are inevitable and happen amidst outlandish requirements and stringent deadlines. However, with effective planning and communication, we as a team can do wonders and find out amazing solutions to the hardest problems and bid adieu to bottlenecks.

6.7 TIPS STRATEGIES & QUALITIES TO IMPROVE INTERPERSONAL COMMUNICATION SKILLS

3 Steps to improve Interpersonal Communication:

1. Maintain Eye Contact

Highly essential to keep your audience engrossed in your speech.

2. Let others speak uninterruptedly

Focus on what the other person is saying through words and gestures; value their thoughts and ideas as you want the same attention in return.

3. Be aware of your Body Language

Nonverbal signs can say a lot more than words. Your confident gestures and postures have the power to win you the tag of being a great communicator and leader.

5 Easy to Implement Strategies for better Interpersonal Communication:

1. Consider these questions first:

- **Who's your audience?** We communicate differently to different audiences. Consider how you'd address your manager vs. an intern, a new hire vs a seasoned employee, or a native English speaker vs someone who doesn't speak the language as well.
- **What's your goal?** Are you informing, persuading, asking for something, etc.?
- **What do you want the message recipient to do?** Consider the action you want the receiver to take as a result of your communication
- **What's the best way to accomplish this?** Should you send an email or a Slack message? Make a request in passing or set up a formal discussion?

2. Recap key points.

At the conclusion of a call, presentation, or lengthy email, provide a quick summary of what you've discussed. You may also want to include action points that detail specifically what you need from the recipient.

3. Check for understanding.

What's the easiest way to ensure your communication was received effectively? Asking. This can be as simple as inquiring, "Did that make sense?" or having the recipient summarize what you've covered.

4. Give acknowledgement.

Listening is an essential component of communication, so show that you're listening or that the message has been received. You can do this by nodding, asking a follow-up question, or even "clicking" like or using an emoji if you're communicating online.

5. Ask for feedback.

The best way to ensure you continually improve your interpersonal communication skills is to ask people to share feedback with you on a regular basis.

Qualities to Develop Effective Interpersonal Communication skills:

These can be summarised easily by remembering the **STAR** acronym.

S = Sensitivity: You need to be aware of the different needs of each of the people on your team and around you. No two people are alike, and each will need to be treated differently.

T = Tolerance: Not everyone you work with will have the same beliefs. You need to be able to set aside your own personal beliefs so that you can objectively work with and understand the beliefs of other people. Tolerance applies not only to cultural and religious beliefs but to individual work ethic as well (within reason, of course).

A = Assertion: Be assertive but you don't have to be arrogant or rude to get your point across but if you see something about to go wrong you do need to have the guts to stand up for yourself and your ideas.

R = Restraint: We all have times where we want to say or do something inappropriate. You need to have the presence of mind to stop and think before speaking or taking action. If you need help, go back and brush up on some of your anger management tactics.

Get all four of these factors under control and you're bound to build beautiful relationships.

6.8 LIST OF INTERPERSONAL SKILLS FOR YOUR RESUME

List of some Interpersonal Communication Skills for your Resume:

- Awareness (of yourself and others)
- Caring about other people
- Collaborating and working well together with others
- Comforting people when they need it
- Clear communication skills
- Conflict management and resolution skills
- Constructive feedback (ways people can improve)
- Diplomacy (handling affairs without hostility)
- Empathy for others
- Encouraging and inspiring people to do their best
- Flexibility in thinking and operating style
- Humor and lightheartedness
- Inspiring and motivating others to active greatness
- Listening well
- Mentoring and coaching team members
- Networking and building relationships
- Nonverbal cues and body language
- Patience when dealing with others
- Public speaking and presentation skills

- Respect for everyone, no matter who they are
- Sensitivity toward the preferences and wishes of others
- Socializing skills
- Being good at team building and at building trust
- Tolerance and respect for team members

6.9 CHECK YOUR PROGRESS

This assignment must be typed using proper grammar and correct spelling. The entire assignment should be at least 2 pages but less than 5 pages in length.

Part 1: Identify an Exemplary Person

Identify an influential person in your life (influential in terms of interpersonal communication.) In paragraph form, describe what qualities of communication you admire in that person. (i.e. listening, paraphrasing, eye contact, positive self-image, etc.) Be specific. Use examples to illustrate your points. Describe what communication qualities you have gained or desire to gain from that person. Be specific.

Part 2: Evaluate how competent you are with Others

Determine the roles that you currently hold in life (i.e. son, daughter, student, sister, brother, boyfriend, girlfriend etc.) Evaluate at least 4 roles. As best as you can, project how competent (effective as well as appropriate) others perceive your communication. Next, project yourself forward in time and write a statement about how you would like to be perceived in that role. Record this information on a table format.

	Roles	How I am Perceived (Present)	How I would like to be Perceived (Future)
1			
2			

Part 3: Identify possible area of Growth

Based on what you stated in Step 2, list in paragraph form, the areas (at least 3) of interpersonal communication you think you can improve on. These are areas that you believe directly affect your communication competence. i.e. listening, nonverbal communication, judgment of others, ineffective approach to conflict, self-monitoring behaviour's, interrupting, etc.)

:: STRUCTURE::**7.0 Learning Objective****7.1 Introduction****7.2 Understanding Time and Energy Management****7.3 Time Vs Energy Management****7.4 Challenges Time Management****7.5 4 Dimensions of Energy****7.6 Techniques to Improve Time and Energy Management****7.7 Manage your Energy not your Time****7.8 Check your Progress**

7.0 LEARNING OBJECTIVE

- Increased self-awareness about how you are spending your time currently spending your time and identifying the factors
- Understanding energy management: the four core energy needs: physical, emotional, mental, and spiritual and their connection to personal sustainability.
- Understanding time management and its role in supporting Energy Management: Learn strategies and tactics for better personal organization.
- With input from peers, identify a plan with a set of personal practices to help sustain you in your work.

7.1 INTRODUCTION

We all have twenty-four hours a day to use in some way. Time is one resource we all share. Locating ourselves in our environment concerning to time is an important part of time management. All our activities, such as going to bed, getting up in the morning, having meals, playing, etc. , It is based on the available time. Time and energy are closely related, using of one affecting the other.

Time management and Energy management are not new concepts, but they still influence our daily lives.

Time management relates to organization, planning and things that are more tangible, while Energy management relates to more intangible aspects: the feelings one may experience, the sleep hours that one needs to be fresh or the productive hours within the day.

7.2 UNDERSTANDING TIME & ENERGY MANAGEMENT

Understanding Time Management

- According to Wikipedia -Time management is the process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency, or productivity.
 - Time management is the process of organizing and planning how to divide our time between specific activities. The highest achievers manage their time exceptionally well.
 - By using the time-management techniques we can improve our ability to function more effectively – even when time is tight and high pressures.
 - It refers to the way that you organize and plan how long you spend on specific activities.
 - There are two types of time: clock time and real time. In clock time, there are 60 seconds in a minute, 60 minutes in an hour, 24 hours in a day and 365 days in a year.
 - All time passes equally. When someone turns 50, they are exactly 50 years old, no more or no less.
-
- In real time, all time is relative. Time flies or drags depending on what you are doing.

Understanding Energy Management

- Energy management is more difficult and complex as the energy that each person has to do various activities depend on physical and mental health.
- Light work the demand for energy will be less during beginning and contracting stage and more during the expanding stage.
- The various efforts are needed to perform different household tasks. They are mental effort, visual effort, manual effort, torsal effort and pedal effort. Depending on the energy requirement tasks can be classified as below.
 - Light work - E.g. Sewing, Washing dishes, Dusting furniture, sweeping etc.,
 - Moderate work - E.g. Kneading dough, ironing, hanging clothes.

- Heavy work - E.g. Bed making, mopping floor, laundry, carrying children etc.
- Energy expenditure for doing various tasks depend on the mental approach, postural strain, muscle tension, concentration in work and the skill they acquire.
- Fatigue is a condition where the amount of work output would be reduced. This can be classified as physiological and psychological fatigue.

The reason for fatigue could be

- The long period of mental or physical work
- Heavy physical work
- Working under pressure
- Unfamiliar work
- Non accomplishment of work
- Monotonous work
- Lack of motivation
- Dislike for work
- Desire to stop work
- Failure of plans

7.3 ENERGY MANAGEMENT VS TIME MANAGEMENT

Learning your energy levels requires learning about yourself, and when you know yourself better, you can apply these other strategies to your life better.

For example, let's look at time management.

Suppose your primary productivity technique is time management, like calendar blocking and stuff like that. In that case, to estimate how long different things take for you accurately entire time blocking system hinges on being able to accurately estimate how long different things take for you.

But how long a task takes for you depends on your energy levels.

Have you ever tried to do something that you know should take 5 minutes but instead it takes an hour?

It's a common mistake has a name: the planning fallacy.

And one of the many contributing factors to it?

The time that something will take depends on the your energy you have for it.

So if you're trying to manage your time without a good grasp on your energy management, it's not going to be as accurate or efficient.

You're going to run out of time on tasks you don't have the energy for, and if you're living by your calendar, that means you're moving onto the next thing not having finished what you planned.

7.4 CHALLENGES – TIME MANAGEMENT

Some common Time Management Issues/Challenges :

1. Low Motivation

Sometimes, finding the motivation to complete important tasks can be the first obstacle to good time management. For example, you might have experienced a situation when you have plenty of time to complete a particular task but you don't feel like doing so, and so it is left undone.

2. Procrastination Habits

Procrastination is the common experience of putting a task off until there is little time remaining before a deadline. People may procrastinate for various reasons, including habit, perfectionism, and unclear goals.

3. Too little Time

Some people face the time-management challenge of too little time to complete their goals. This feeling may also have to do with a large quantity of less-important and overwhelming tasks.

4. Attempted Multitasking

Multitasking can sometimes feel like an effective way to manage time. Often, however, multitasking can make those tasks take longer than they normally would. This is because multitasking involves switching between tasks rapidly, which can overwhelm a person's decision-making processes. Multitasking can sometimes also affect work quality because one task never gets your undivided attention.

5. Overbooking

Taking on too many tasks can be a challenge for time management. Although it is often easy to accept new tasks with enthusiasm, sometimes the reality of the time needed to accomplish them exceeds the time available.

6. Not enough Rest

Sometimes, hard-working individuals sleep fewer hours per day or choose to avoid breaks in hopes of having extra time to be more productive. Reducing or eliminating time off may feel productive in the short term but it usually makes you less effective due to the lack of rest.

7. Forgetting to Delegate

Another time management challenge you might face is knowing when to delegate. Many professionals like to accomplish tasks independently. Sometimes, however, this can become an issue with time management when there are too many tasks and not enough time to complete them.

8. Lack of Organization

Many people also find that messiness can impede their time management and productivity. Staying organized is often an important element of good time management because it helps you spend more of your time accomplishing objectives, and less time switching between tasks or searching for items.

9. Multiple Distractions

Distractions such as too much socialization, electronic devices and less-important tasks can sometimes get in the way of strong time management

in the workplace. Many of these kinds of distractions are common enough that they are easily overlooked, and it's possible to not even notice that they are detracting from your productivity.

10. Rigid Planning

Over-rigid planning can sometimes be as much of a time management challenge as disorganization. Interruptions will likely arise throughout the day, even with the best planning in place. This is a normal experience, and it is also common for it to provide a time management challenge.

11. Trouble Prioritizing

Knowing which tasks are most important and urgent can be a crucial time management skill. Different stakeholders may have expectations that differ from your own understanding of how to prioritize tasks at work, and a full to-do list can complicate this time management challenge as well.

12. Perfectionism

Attention to detail can be a valuable asset in the workplace. When prioritized out of the bounds of moderation, however, perfectionism can interfere with productive time management. This is because this habit can cause you to spend more time than necessary on details that might not have a significant impact on the overall outcome of your work.

7.5 FOUR DIMENSIONS OF ENERGY

4 Dimensions of Energy that feed off each other:

- 1 **Physical** (the *quantity* of our energy)
- 2 **Emotional** (the *quality* of our energy)
- 3 **Mental** (the *focus* of our energy)
- 4 **Spiritual** (the *force* of our energy)

If any of these dimensions is under-stressed or over-stressed our performance suffers.

What does this mean for each energy dimension?

- For greatest quantity of energy (physical), it means that our diet, exercise, and sleep habits are paramount.
- For highest quality of energy (emotional), it means experiencing the positive emotions of *approach* (enjoyment, challenge, and opportunity), NOT the negative emotions of *avoidance* (perception of threat, danger, or fear of survival).
- For clearest focus of energy (mental/mind), it means bringing the appropriate focus and a realistic optimism to the work at hand.
- For maximum force of energy (spiritual), it means connection to deeply held values and purpose beyond



7.6 TECHNIQUES TO IMPROVE TIME & ENERGY MANAGEMENT

Techniques for improving Time Management

1. Always keep a planner or an agenda nearby

They are ideal for organizing tasks and write down ideas, action points, decisions, or prioritizing tasks you need to take care of. This way, you will not forget to send a promised email or to finalize your action points anymore.

2. "Make it easy and fun to get started".

Pick a colourful agenda, or a black one, whatever provides you with a good mood. You can buy a pencil if this makes you feel happy, or start with a coffee in the morning.

In other words, start the day with a smile.

3. 30 Minutes

Spend 30 Minutes, each morning, to plan ahead the day and write down all the tasks you need to take care of in your colourful agenda.

Remember that a day has 8 hours. Plan your tasks in such a way that you will not overload yourself. By the end of the day, try to have few if any unfinished tasks. Each task should have estimation, so you can use that in your daily planning.

If a new important task appears in the day, compare it with the others on your list, and if it is mandatory, redo the prioritization. It is all about priorities.

4. Start with the most important tasks.

Always look at the big picture. For example, if you know that the second user story comes "in testing" soon, and your colleague needs a review for the test cases, start with that review, so your colleague can start testing.

5. Establish a main communication channel when you are under time pressure.

We should eliminate disturbances as Pinterest, Facebook notifications, even skype or email. If you are pressured by time, choose one communication channel through which you can be contacted. It could be phone, email, skype, anything that is comfortable for you and to which you have easy access. Choose to focus only on one communication channel rather than on six-seven channels.

6. Learn to set expectations.

If you are pressured by time, if you need to finish testing a specific user story by 14 o'clock and if your colleagues ask for your help, ask them to wait for a short time if you are in the middle of your testing, thus boosting your productivity. Make them aware of the context and they will understand.

Moreover, you can kindly ask your team, which is in a stand up meeting, not to disturb you until 14 o'clock, unless there is a bottleneck for them (see point 4). You can also mention the reasons why you do not want to be disturbed.

Do not forget to come back after you finish your task! If you do not want to forget about it, write it down in your agenda.

7. Take short breaks.

They help you relax, detach and see your task with fresh eyes. When we write test cases or perform exploratory testing, detachment has an important role in the creation process. Breaks are more efficient if you stand up from your computer and change the scenery.

8. Focus.

If you work better in a less populated environment, take your laptop and go in a meeting room to create your Sprint Report. If you work better with music, create a playlist that works for you. For example, I like to listen to chill music in the morning and playful music in the afternoon. The thing that matters is to create an environment that helps you get focused.

9. "Work Smarter, Not Harder".

Choose not to be a small robot that takes the tasks one by one from the queue. Try to visualise them first. Maybe, you could combine some tasks to be more efficient. I'm not talking about multitasking. Let us say you have to make a deployment that takes 10 minutes, but you have two bugs that can be tested in another project. . If possible, you can test those two bugs while the deployment is being done. You do not have to keep your eyes on the logs for 10 minutes. You do not have to check if there are errors every second that goes by. Do not worry. If there are errors, they will not disappear.

10. Cut or mark the tasks that are finalized from the agenda.

That will give you a sense of accomplishment and bring satisfy you.

Techniques for improving your Energy Management

1. Nutrition, Sport, Sleep and Rest

Our daily dose of energy is ensured by the nutrition, the sport, and the sleep-rest balance we have. All of these have a fundamental role in the energy the human body produces, from a physiological and biological point of view.

We should not forget to eat healthy and to get enough sleep, at the least.

2. Observe in which part of the day you are the most productive and make the best out of it

You will see that you will resemble Harap-Alb, that grew in a year, as others did in seven years. In our case, the quality and quantity of the tasks solved in an hour, may cover our duties over seven unproductive hours. Some of us are more productive in the morning, while some of us are more productive in the afternoon. We need to identify in which category we are, so we can manage our energy better. We could plan the most complex tasks that require more focus in that part of the day, if the prioritization allows us to.

3. Keep your desk clean.

The order and discipline that surrounds us is often reflected in our thoughts and peace of mind.

If everything is nice and clear, you will see that you can be more productive, and you will not spend time searching for your favourite pen between a big pile of papers. This rule applies to computer data as well. Keep your desktop clean, and organize your folders based on the projects you are working on.

4. What drains your time? What drains your energy?

There are things that drain our time and energy. For example, skype groups with birthdays, projects, or even groups of friends. Once we acknowledge them, it is good to establish how much time and energy we want to spend on that.

5. Choose the moment you go home well.

If you feel happy about how much you accomplished today and you have half an hour left at the office, it is time to go home. Do not start a complex and time-consuming task if you have only half an hour left. You will most likely spend that time the next morning, and your estimations could be affected. You can stay the next day half an hour extra to fill in the hours. You will be happier if you leave the office with no "on-going" task/s and you will be satisfied that you completed all the tasks for that day.

6. "Reward Yourself".

This is one of the most important things, from my perspective. After a long day, it is good to do something that feeds your soul. This can be reading a book, going out with friends, taking photographs or spending quality time with the loved ones. Things that make us happy, recharge us and give us a boost of energy for the next day.

Have lots of Productive Days!

7.7 MANAGE YOUR ENERGY NOT YOUR TIME

It's easy to calculate how long you work on average each day, but can you calculate or know how much energy you have to use each day?

“The number of hours in a day is fixed & constant, but the quantity and quality of energy available to us is not, so to improve and boost your productivity we need to manage our energy.

Tips to Manage your Energy:

1. Energy Awareness

Our energy levels go up and down throughout the day (in approximately 90-minute cycles called ultradian rhythms). Few Factors Affecting our Energy:

- Sleep
- Food
- Me Time
- Who we spend time with?
- Our Thinking/Emotions/Purpose

The trick is to be more aware of our “Peak Energy Period” to get our most important work done.

2. “WHY’ in our Life

Without understanding our purpose of work or focusing on what motivates us, we are wasting both our time and energy. Remember purpose of work is the core of our personal energy. The moment we get a clear picture of “WHY” in our life and work we feel a boost of energy which will help to sustain momentum as we continue the long journey toward the life purpose.

3. Develop Habit – Save energy

Habits are the foundation of our lifestyle design. Habits development can take a lot of energy as we need focused thoughts. Once our habits are developed it can save a lot of energy, and time. For instance, approximately 40% of the actions we take every day are habits and it requires no thought, so you save energy.

For Instance, why are making time- table or to-do lists are so exhausting? Because each task in that list requires thinking and decision that means more energy. Developing habit thus will save your energy by turning common work into habits.

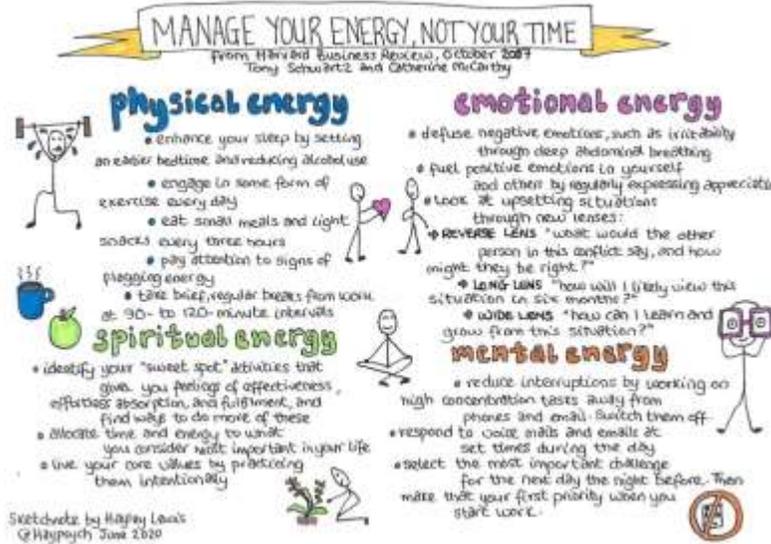
4. Avoid Decision Fatigue

Decision making can take and eat a lot of our time and energy as our brain has to need to focus on making a new choice constantly. So, more decisions we have to make in a day, the more decision fatigue we experience and ultimately sapping our energy.

The trick is to reduce the number of decisions through elimination, automation, and delegation so you use only limited energy on important decision.

5. Stop Multitasking – Start Mon task

Multitasking can lead to mistakes, reduced quality and more time to fix the mistakes we made, wasting more energy. On the other hand, Mono tasking reduces the number of times our brain needs to switch between reducing the amount of energy required to get more work done.



7.8 CHECK YOUR PROGRESS

1] Time Management

Name 1 to 3 of your Time Management Challenges. Be very specific about the challenge and clearly identify why it's a challenge, what is the negative impact that this challenge us having on you (not on others).

Sr. No.	Challenges – Time Management	Negative Impact
1		
2		
3		

2] Energy Management

Energy Self-Reflection (Mark (X) the statements below that are true for you.

BODY	
	I don't regularly get at least seven to eight hours of sleep, and I often wake up feeling tired.
	I frequently skip breakfast, or I settle for something that isn't nutritious.
	I don't work out enough (meaning cardiovascular training at least three times a week and strength training at least once a week).
	I don't take regular breaks during the day to truly renew and recharge, or I often eat lunch at my desk, if I eat it at all.
EMOTIONS	
	I frequently feel irritable, impatient, or anxious at work, incredibly when work is demanding.
	I don't have enough time with my family and loved ones, and when I'm with them, I'm not always really with them.
	I have too little time for the activities that I most deeply enjoy.
	I don't stop frequently enough to express my appreciation to others or to savour my accomplishments and blessings.
MIND	
	I have difficulty focusing on one thing at a time, and I am easily distracted during the day, especially by e-mail.
	I spend much of my day reacting to immediate crises and demands rather than focusing on activities with longer-term value and high leverage activities.
	I don't take enough time for reflection, strategizing, and creative thinking.
	I work in the evenings or on weekends, and I almost never take an e-mail-free vacation.
SPIRITUAL	
	I don't spend enough time at work doing what I do best and enjoy most.
	There are significant gaps between what I say is most important to me in my life and how I actually allocate my time and energy.
	My decisions at work are more often influenced by external demands than by a strong, clear sense of my own purpose.
	I don't invest enough time and energy in making a positive difference to others or to the world.

Scoring	
How is your overall energy?	Total number of statements checked:
Guide to scores:	0–3: Excellent energy management skills 4–6: Reasonable energy management skills 7–10: Significant energy management deficits 11–16: A full-fledged energy management crisis
WHAT DO YOU NEED TO WORK ON?	
A number of checks in each category:	
	Body:
	Emotion:
	Mind:
	Spirit:
Guide to Scores	0: Excellent energy management skills 1: Strong energy management skills 2: Significant deficits 3: Poor energy management skills 4: A full-fledged energy crisis

:: STRUCTURE::**8.0 Learning Objective****8.1 Introduction****8.2 What is an Interview?****8.3 The Recruitment Process****8.4 The Application Form****8.5 How to get an interview with a winning CV****8.6 Interviewing Skills and Techniques****8.7 Getting Organized****8.8 Final - Preparing for your Interview****8.9 Check your Progress**

8.0 LEARNING OBJECTIVE

- The student will learn the process of the interview.
- The student will learn to handle difficult situations.
- The student will enhance his or her caliber through this.
- To get the personality across.
- To show them that they have chosen the right person.
- To get on well with the interviewer

8.1 INTRODUCTION

It is a face to face interaction between two people the interviewee and the interviewer. According to Scott and others “an interview is the purposeful exchange of ideas, answering the questions and communication between two or more persons.” It helps to establish mutual understanding between the company and the candidate and build the company image. It allow to the candidate the necessary facts and information about the job and the organization. It is considered as the best way to get at the “will do

features of a performance, motivation, initiative, stability, perseverance, work, habit and judgement’

8.2 WHAT IS AN INTERVIEW?

An interview is an opportunity for you to demonstrate face to face that you have the necessary skills, experience, and knowledge to perform, for example, a particular role or job successfully.

Interviews may apply to different situations. These might include:

- job interviews
- interviews for promotion
- an application to join a club or organization.

The interviewer will be looking for answers that indicate that you can meet the criteria or requirements of the role or job so that you can carry out the job effectively.

Different jobs will have requirements. For example, possible conditions might be:

- experience of caring for the elderly
- a basic knowledge of motor mechanics.

At the interview you can expect to be asked whether you are able to meet the relevant requirements.

To prove that you are the best candidate for the job, your preparation will begin when you first decide to apply.

8.3 THE RECRUITMENT PROCESS

The recruitment process for a job begins with an advertisement of some sort, whether in a shop window or, more usually, in a newspaper or trade journal. Adverts vary, but generally people are asked to respond by telephoning for an application form or sending a ‘Curriculum Vitae’ (C.V.), which is a list of a person’s skills and experience.

Once you have completed and returned your application form or C.V., the recruiters will assess whether you have the right skills, experience, and knowledge that they are looking for. If they think that you may be suitable, they will ask you to attend an interview to earn about your possible aptitude for the job.

8.4 THE APPLICATION FORM

The application form varies from one organization to another. Larger organizations will probably have more formal procedures. As well as an application form, they may also send you information about the main duties of the job and the level of skills, experience, and knowledge they are looking for. These requirements are often referred to as the person specification or job criteria.

You will need to read through all the information very carefully. Draft out your answers in rough first and try to make sure that your answers demonstrate that you can meet the criteria for the job.

Example: The criteria may include experience of sales work.

Answer: For the last 2 years I have worked part-time as a sales assistant for Reliance. My duties included customer service, handling returned goods and queries, checking out goods and cash handling.

8.5 HOW TO GET AN INTERVIEW WITH A WINNING CV

The preparation can begin even before the job is advertised, having an up to date CV is a great starting point for any job application as it focuses you on your experiences.

Few simple tips for creating an effective CV:

- Choose a clear font such as Arial or Times New Roman, size 10 or 12.
- Bold your headings.
- Ensure your name, address, telephone number and email contact details are at the top of your first page.
- Think carefully about how your email address, and telephone answering message come across as these are a potential employer's first impression of you; they should be business-like.
- Remember that your potential employer may have received 40–200 applications for one vacancy, so the Interview panel will skim read and match the CV experience with the job specification, so tailoring your CV to the job is essential to ensure you get an interview.
- Two pages as a basic CV with any extra adaptations if required. For example if you have a lot of customer care experience that you would like to say more about have an extra different page titled Profile of customer care experience.
- Have a positive personal profile and key skills representative that represent you and your experience.
- Career summary: begin with your most recent work experience

first.

- Avoid abbreviations and words that you wouldn't normally use.
- Bullet points are an effective way of highlighting your achievements in work, university, or voluntary work.
- Shine a light on your positive qualities, positive people are much more attractive to employers.
- Make sure you have ensured your dates flow, if you changed jobs and had an extended holiday, make sure to write this down and what you gained from the experience, avoid gaps in dates.
- Write references available on request rather than waste valuable space with names, addresses.
- Beware your spell check as you may end up with the American spelling of words.
- Get a friend, colleague to read through your completed CV.
- Be proud of your CV as it represents all your personal and professional accomplishments; be prepared to talk about yourself through your CV.

Once you have created your CV, keep it up to date and you can add information that is relevant to a particular role. Make sure you are familiar with everything you have written about and that it is accurate true representation of who you are.

8.6 INTERVIEWING SKILLS AND TECHNIQUES

Goals of an Interview

Goal of the Interviewer - It is also important to consider whom you are talking to. The human resources person is the one likely to know about job descriptions, qualities being sought and the morale or company culture. The hiring manager, your future boss, is the person to ask about the department, the team you will be working with and the job's challenges.

Goal of the Interviewee - Be prepared to talk about your successes and experiences. The employer will want to find out about your past experience -- successes and failures, your work ethic, your track record

Types of Interviews

First /Screen - The first round of interviews is about discovery, learning about the job and the company, not the benefits or raises.

Second – In this round the candidate is usually exposed to more people and details of the company and the position. This also allows the company explore depth the candidate skills, experience and cultural.

Phone - In many ways, the way you prepare for a phone interview that different from how the way you'd get ready for a face-to-face interview - - save for a few slight additions to and modifications of your list of preparation tasks.

- **Behavioural**

- When asked a traditional question like, "What would you do if you had a customer who wasn't interested in buying the product?" you can make up a story. But when you are asked behavioral questions, the interviewer is listening for specific examples of how you have handled situations or problems in the past.
- Behavioral questions begin with phrases like, "tell me about a time when," or "can you give me an example of." The interviewer wants to hear your real-life examples. Your success stories should include the situation, the action you took and the result.

- **Individual** – A one on one situation with the style varying from interviewer to interviewer.

- **Group/Panel** - Board or panel interviews are usually rather formal and organized, using a standard set of questions for all applicants. Preparation - Preparation builds confidence.

- **Research**

- Job Description - Look at the job description and compare the company's needs with your experience and qualities.
- History of Company – Search company Web sites for mission statements, product and service information, principals' backgrounds and contact information. Check company financial through the US Securities and Exchange Commission.
- Work history/relevant experience - Review what you did at previous jobs or in an educational environment so you can tie it in to what you can bring to the new company.

- **Preparing Answers**

- Rehearse your answers. Write them down as a script and recite them in front of a mirror. Have backup answers, too. You'll come across as being more confident.

- **Preparing Questions** - The questions you ask, and how you ask them, do as much to differentiate you from the competition as the questions asked by the interviewer.

- **Practice** - The best thing you can do is practice, practice and practice some more. The only one who knows you and can sell you is you. Your

goal should be to effectively display the following qualities: capability, confidence, dependability, enthusiasm, flexibility, resourcefulness and strong work ethic. Be sure to look at typical interview questions, as well as good questions to ask and what not to ask.

Attitude/Behaviour

• Be positive

- If you have the attitude of wanting to do your very best for the company, of being focused on the company's needs, of putting yourself forth as the person who will be committed and dedicated to fulfilling their needs, you will likely be the one chosen.

• Listen

- Listening tells the interviewer you have heard what was said - and sometimes what was not said. The best questions you can ask to come from listening.

Closing the Interview

- If you are truly interested in the job, at the end of the interview be sure to:
 - Recap why you feel you are the best candidate for the job (Give two or three of your strongest attributes and/or qualifications)
 - Restate your interest in the position by asking for the job.

8.7 GETTING ORGANIZED

Project - Interview

When the job is advertised, you locate a role in the local newspaper or on a website. You can do several things to ensure you are as prepared as you can be. The first thing is to start treating job searching as a project and get organized! Printing out important information in paper format and filing it in a file that is organized so you can access it with ease. For each job application, get organized with the following material:

- Copy of Advertisement, with key words highlighted
- Job description & job specification
- CV adapted for the role
- Information about the company
- Copy of application form, covering letter
- A record of any conversations that you may have had with the company or recruitment agency, so you are clear about who said what, dates etc.

Research for Interview Preparation

Few Other Factors for Interview Preparation

- You are likely to be using several different methods of career hunting such as online advertisements, company websites, newspaper adverts and recruitment agency. It is vitally important to keep a record of who you have said what to, applied with.
- When you receive the information, if it is a paper copy, photocopy the application form and put in your project file, so that when you complete it, it is clean. Always photocopy a copy before you send it, so you have an accurate record of what you said.
- Check the details of the time frame of the application and interview process; an online application will require you to plan your time completing your form online, some companies give you up to 90 minutes to complete an online application form before having to access their portal again.
- Find out as much as you can about the organization, their website, arrange an informal visit if it is possible so you can see for yourself what the environment is like.

The Informal Visit

When you are applying for a role, remember that you are presenting yourself at any informal contact that you make with your potential employer, so be professional.

Tips for an Informal Visit:

- If information is available on their company website make sure that you have read about the company first, their general information and if they have a careers section, so that when someone is talking about it, you look, and sound interested.
- Dress smartly and professionally.
- Your interview process has started as you walk through the office doors as the person showing you around will have an opinion on the candidates.
- Make sure all electronic items are switched off.
- Smile and listen to what the person talking to you is saying, keep eye contact.
- Accept any information pack / leaflet they have to offer you, even if you have a lot of online information.
- Have a positive statement about yourself ready for when asked what you are doing now
- Sit down directly after the informal visit and write down your immediate thoughts, reflections, and any concerns that you have from the experience. This will be very useful information when you come to preparing your interview questions.

What if an informal visit is not possible, is there anything else you could do?

Yes, some large companies have very informative websites with virtual tours and case scenarios of each departments work, extensive career sections. Check out all aspects and write notes as part of your preparation.

Take care with your Social Media

Just like you may check out a potential employers website, Facebook, or Twitter to see what image and information the company is giving out...look at your own Facebook, Twitter account and other social media that you are using to portray yourself. Employers can also check out social media to see another perspective on their interview candidates.

The job offer “pending references” may also include the informal reference of what you choose to say about yourself in social media.

Think before you write: once you write this about yourself any potential employer can read it and it may cloud their opinion on whether you match their job specification.

8.8 FINAL – PREPARING FOR YOUR INTERVIEW

Having submitted your application form and covering letter / email, you must have presented yourself well as you now have an **INTERVIEW!**

The Competency based Interview

Whether an interview is face to face or telephone, most interviews are competency based.

A competency is a behavior that you must have or be able to acquire to be effective in the role. The majority of companies will break down each vacancy into a number of core competencies and the interview panel will ask questions that require the candidates to show evidence of demonstrating them.

Some of the most popular competencies are:

- People management
- Communication skills
- Team working skills
- Leadership skills
- Customer care skills
- Problem solving

Job Specification

The job specification provides essential information. The interview panel will want to hear specific examples of how you can demonstrate the skills and abilities that they consider essential for the post.

Relax and Enjoy your Interview

The first 90 seconds of the interview are crucial, so practice introducing yourself positively, using open body language, smiling, and giving the whole panel eye contact.

If you have a presentation deliver it well, with enthusiasm and enjoy your first question of the interview.

Enjoy your interview and have a positive closing statement.

ASK if any Questions

Here are some examples of questions that you can ask an interview panel.

- Can you tell me about the potential career progression within this position?
- How do you see this role developing over the next six months?
- What type of induction will I receive?
- What is the timescale for appointments to this role?

Thank the panel at the end of the interview and smile saying that you welcome the opportunity to contribute your skills and experience to this team. A positive ending to the interview demonstrates that you would be a valued member of their staff.

Reflection

After the interview reflect on your experience. If you are successful, enjoy celebrating your new job!

If you are not successful on this occasion, make sure that you get feedback on your interview and build from that feedback into your reflection on this interview, importantly, how can you transfer this learning back into your next experience.

8.9 CHECK YOUR PROGRESS

1. Tell me about yourself?

2. What are your biggest strengths and what are your biggest weaknesses?

3. Why should I hire you over another candidate?

4. What accomplishments are you proud of?

5. What are your career goals?

6. What skills, knowledge, or qualities are necessary to be successful..?

7. What problems do you encounter in working with a group/team?

8. Describe a primary goal you set and what steps you took to reach it.

9. When you don't meet a goal, how do you deal with it?

:: STRUCTURE::**9.0 Learning Objective****9.1 Introduction****9.2 What's the Difference CV Vs Resume****9.3 Objective and Purpose of CV/Resume Writing****9.4 Getting Practical – CV Mistakes and Pitfalls to Avoid****9.5 Getting Practical – Writing My Resume****9.6 The art of writing a CV/Resume****9.7 Understanding Cover Letter****9.8 Writing a Cover Letter****9.9 Writing a Resume/CV****9.10 Transferable Skills****9.11 Checklist****9.12 Check your Progress****9.13 Further Reading**

9.0 LEARNING OBJECTIVES

- Explain the meaning and concept of Curriculum Vitae/Resume.
- Describe the objective and importance of Curriculum Vitae/Resume.
- Understand the difference between Curriculum Vitae and Resume.
- Explain how to write a CV/Resume.
- Know the Dos and Don'ts in CV/Resume Writing
- Understand how to Write a Cover Letter.

9.1 INTRODUCTION

Curriculum Vitae (CV) is Latin for "course of life." In contrast, resume is French for "summary." Both CVs & Resumes:

- Are tailored for the specific job/company you are applying to
- Should represent you as the best qualified candidate
- Are used to get you an interview
- Do not usually include personal interests

If you are applying for both academic as well as industry (private or public sector) positions, you will need to prepare both a resume and a CV.

9.2 WHAT'S THE DIFFERENCE – CV VS RESUME

Now that you have a clear idea about what's a CV and what's a resume, here's a complete list of the differences between the Curriculum Vitae (CV) and Resume:

- **Length** - The first and most notable difference between a CV and a Resume is how long each one of them is. A resume is kept short and brief (usually 1 page), whereas the CV is more comprehensive (it can go up to 2-3 pages depending on your experience).
- **Function** - The CV is mainly used for academical purposes, such as applying for a research program, a Ph.D., or joining the staff of a university. The resume, on the other hand, is written for a regular job in a company.
- **Type of information you include** - The CV is an academic diary where you include all your academic qualifications, achievements, and certifications. It is universal in nature as it can be updated as you go. Whereas a resume must be created (or at least customized) for each job you're applying for, and has a bigger focus on your professional achievements, rather than academic.

9.3 OBJECTIVE AND PURPOSE OF CV/RESUME WRITING

- The purpose of a resume is to provide a summary of your skills, abilities and accomplishments.
- It is a quick advertisement of who you are.
- It is a "snapshot" of you with the intent of capturing and emphasizing interests and secures you an interview.
- It is not an autobiography. Since your resume is a primary tool in

your job search, it needs to be carefully written and critiqued.

- The purpose of a resume is to "sell" your professional expertise to the hiring manger.
- The summary statement, professional profile, or career objective is the first "advertisement" of your skills and expertise that a hiring manger will see.
- In the past, most job seekers included a career objective on their resumes to tell hiring managers what type of position they were looking for.
- A more recent trend is to include a summary statement or a professional profile in place of the objective.

The purpose of a Resume

Your resume is a marketing tool. It needs to demonstrate:

- That you are employable
- How you meet the job and the organization's requirements
- That you have the right qualifications and education
- That you have the right experience and skills
- That you have the right level of professionalism for the job

9.4 GETTING PRACTICAL – CV MISTAKES AND PITFALLS TO AVOID

Do not be tempted to lie

- You will be found out sooner or later and if a lie has got you a job, it will lose you one too.

Do not start your CV with the dull bits

- Many people make the mistake of starting with their education and qualifications. That's really dull.
- Start with your key skills, and what you've actually achieved in life. If potential employers like your key skills then they'll read on to your qualifications.

Do not include your hobbies and interests

- Unless of course they have developed skills that are relevant to the job.

Don't make your CV too long

- Two pages of A4 is plenty. Nobody wants to read more. By all means make the font smaller, widen the margins and shorten the gaps between paragraphs, but no more than two pages.

Do not use an unprofessional email address

- Get a professional-looking email address with your name, not a nickname. A jokey email address is fine for your friends, but it's not OK for potential employers, and may even cause your CV to be rejected.

REMEMBER - The Golden Rule of CV Writing

- Put yourself in the recruiter's shoes and think about what they need to know about you. The job description should give you a reasonable idea.
- Use your CV to tell them what they need to know upfront and clearly, in a way that looks professional and believable.
- Your CV will not get you the job but, if done well, should give you at least a foot in the door.

9.5 GETTING PRACTICAL – WRITING MY RESUME

Writing my Resume

Generally it's always good to present the information on your resume in this order:

- Contact details
- Opening statement
- List of key skills
- List of technical/software skills
- Personal attributes/career overview
- Educational qualifications
- Employment history/volunteering/work placements
- References/referees

Not everything in the above list must appear on your resume every time, and the order can change from application to application.

The most important thing is to get the most useful information across first. For example, if your education history is not specifically related to the job, put it toward the end of your resume, behind the information that is related to the job.

Do I need to change my resume for each application?

- You need to tailor your resume to every job application so that it responds to the specific requirements of the job you're applying for.
- You might not need to change much, but you do need to make sure your opening statement, your key skills and your personal attributes all respond to the needs of the role, based on the job ad (if there was one) and the research you've done into the job.
- You should also tailor your resume to show how your work

experience specifically meets the needs of the job you're applying for.

How to tailor your Resume

Ways that you can tailor your resume include:

- Using your opening statement to link your experience and education to the organization and the requirements of the job
- Listing your most relevant key skills first
- Including examples of achievements that meet the advertised requirements of the job
- Including specifically relevant key words and phrases throughout your resume (see "Keywords" in "What Your Resume Should Include", below)

9.6 THE ART OF WRITING A CV/RESUME

Your resume (sometimes called your "CV") is your most important tool when applying for a job. It doesn't matter how qualified you are, or how much experience you have - if your resume is poorly presented or badly written, you're going to have trouble getting the job you want - or even an interview.

Taking the time to work on your resume is really important. The information on this page offers some tips and advice on how to make your resume the best it can be.

A Curriculum Vitae (or Resume) is a concise summary of your skills, achievements and interests inside and outside your academic work. Employers may initially spend a very short time studying your CV, so it must be engaging, conveying the most relevant points about you in a clear, accessible way. The primary challenge is to make it easy for the recruiter to find exactly what they are looking for. Focus on their core requirements and adjust or adapt your CV for each specific application.

Few Tips:

Be Concise

- Keep it to one or two full pages (only academic CVs can be longer).
- Use bullet points to package information succinctly.
- Avoid too much context, excessive detail or unfocused material that will dilute the impact of your most relevant messages.

Remember the Purpose

- Your CV is to get you the interview or meeting, NOT the job itself – highlight what you have achieved so that the reader wants

to learn more by meeting you.

Target your CV

- Target your CV to each position applied for – it should not be a list of everything that you have done.

Be Evidence Based

- Provide evidence of your contribution and impact
- Focus on –actions taken| rather than –responsibilities| to showcase your skills.
- Use numbers, percentages, and values to quantify your impact and give a sense of scale to your actions.
- Avoid unsupported assertions or opinions.

Be Clear

- A well laid out CV is inviting to read and easy to scan quickly.
- Use simple language – avoid jargon, acronyms and technical details which may not be understood or provide too much detail.
- Avoid writing in paragraphs – space is limited, and prose makes it slower to find key points.
- CVs are (mostly) a record of what you have done, so completed tasks and activities are written in the past tense.

9.7 UNDERSTANDING COVER LETTER

The main purpose of a cover letter is to interest the employer in reading your resume. This diagram shows the desired sequence from cover letter to interview.



Steps of writing a Cover Letter

Most cover letters involve three steps: explain why you're writing, refer to your qualifications, and close with a suggested plan of action.

Explain to the recipient why you're writing.

1. Are you replying in response to an ad? Were you referred to the recipient? Did you read some news about the recipient or the company that suggested they might be hiring? What's the situation?
2. Describe how your qualifications match the opportunity. Related to what you know about the employer's needs, what can you offer? Refer to your resume, but don't just repeat what's there. Elaborate

- and expand as needed.
3. Explain how you intend to follow up. It's the sender's responsibility (yours) to follow up after sending a resume. In the last paragraph of the letter, say how and when you intend to contact them.

As a general rule, only one paragraph would be required for steps 1 and 3, while step 2 might involve two or more paragraphs. The letter itself should not exceed one page.

9.8 WRITING A COVER LETTER

Always write a cover letter to go with your application. It personalizes your application and is a chance for you to emphasize your most relevant qualifications for the position.

What to put on your cover letter

- Contact Information
- Include your name, address, telephone, and e-mail.
- Keep the format of this section consistent with your resume.

Cover Letter Format

Date

(State the month, day, and year (e.g., April 11th, 2021).

Employer's Information

(Include the name of the contact person, job title, company name, address, and postal code.

Try to obtain as many of these details as possible through mail and contacts.)

Salutation

- Begin with Dear or To
- Address the contact person by the last name starting with Mr. or Ms
- If you don't know the person's name, address the person by their job title or address your letter to – Human Resource Department
- AVOID – To whom it May Concern or Dear Sir/Madam

Opening Paragraph

- Open with strong sentences that grab the employer's attention.
- Demonstrate knowledge of the position: say why you are interested, mention two or three strengths that qualify you for the

position.

- Mention the position you are applying for and how you learned about the job.
- Name your referral if relevant.
- If you are responding to an advertisement, refer to the advertisement and date.

Follow-Up Paragraphs

- Describe specific accomplishments from your past work, volunteer, and academic experiences that show your strengths.
- Target your strengths to the needs and requirements identified in the ad or from your research.

9.9 WRITING A RESUME/CV

Although CV does not have a set list of required elements, a good CV should include as many of the following sections as possible. (If you do not have any examples of something in a section, then omit that section from your CV until later in your academic career.)

1. **Heading:** Name, email address, and phone number
2. **Education**
 - a) List academic degrees, often in reverse chronological order (most recent listed first).
 - b) Name of institution, city and state, degree type and major, month and year degree was (will be) awarded. (If not yet awarded, then specify “Expected May 2021” for example.)
 - c) Include thesis title and advisor, if applicable, e.g. for master’s and PhD degrees
3. **Academic Research Experience**
 - a) List positions that show off your skills and expertise.
 - b) Group experiences into relevant categories to enhance your CV (e.g. Research, Teaching, and Administration). For each position, include:
 - i. Title, organization name, city and state, dates position was held.
 - ii. Bullet points that summarize your activities/duties, accomplishments, and successes. Use action verbs.
4. **Work Experience**
 - a) List positions that show off your skills and expertise.
 - b) For each position, include:

- i. Title, organization name, city and state, dates position was held.
- ii. Bullet points that summarize your activities/duties, accomplishments, and successes. Use action verbs.

5. Presentations

- a) Give titles of professional presentations, name of conference or event, dates, and location, and, if appropriate in your discipline, also include a brief description.
- b) Use a format for style and punctuation that is appropriate to your academic discipline. It's most important to be consistent in each of your entries.

6. Awards

- a) Receipt of competitive scholarships, fellowships, and assistant ships; names of scholastic honors; teaching or research awards.
- b) At early stages of your career or for highly respected national/international competitions, you may want to list it if you were nominated or a finalist, even if you did not win.

7. Volunteer Positions and Memberships

- a. List memberships to relevant groups or organizations and any volunteer positions.
- b. List all volunteer positions with organization, title, city, and state. You may also include a summary of your activities and duties.
- c. Be sure to highlight leadership positions within your groups or organizations.

<p>Insert Your Professional Passport-Sized Photo Here</p>	<h1>ALIYAH MOHAMMAD</h1>
	<p>Location: Dubai, United Arab Emirates Contact No.: XXXXXXXXXX E-Mail: firstname.lastname@abc.com</p>
Professional Summary	<p>Recent graduate of a top-tier university with a self-starter attitude and experience in data analysis, building process solutions, and leading people to achieve quality outcomes.</p>
Educational Background	Additional Education & Certifications
<ul style="list-style-type: none"> • PGPM from IBS Gurgaon with a CGPA of 7.72 in 2015 • B.Tech from MITS College, affiliated with IP University, New Delhi • XII from Springer International School (CBSE Board) • X from Springer International School (CBSE Board) 	<ul style="list-style-type: none"> • Completed Certificate Program in Data Science & Big Data From IMT Ghaziabad • Completed A 1.1 and A 1.2 (Beginner's) Level in Spanish Language From Instituto Cervantes Nueva Delhi
Key Skills	Internship & Projects
<ul style="list-style-type: none"> • Leadership • Teamwork • Problem solving & analytical skills • Initiative • Adaptability to change • Interpersonal & communication skills • Strategic thinking & planning abilities • Global orientation • Ability to leverage technology • Time management & project management skills • Prior history of results & progressive experience 	<ul style="list-style-type: none"> • Summer Internship Organization: Sahara Prime City Project Duration: 14 Weeks Project: Project Appraisal for Sahara City Homes Lucknow • Academic Projects Title: Architectural Process Flow of a Complete Project Title: Tender Analysis
Notable Accomplishments	Personal Information
<ul style="list-style-type: none"> • Acknowledged for starting Java Club in the college during the B.Tech program • Core Member of the IT Club during the PGPM program 	<ul style="list-style-type: none"> • Date of Birth: 18th March, 1995 • Nationality: Indian • Marital Status: Single • Linguistic Abilities: English & Hindi

9.10 TRANSFERABLE SKILLS

TRANSFERABLE SKILLS It is often difficult to “sell” yourself and respond to “Tell me something about yourself.” A great way to respond is by using transferable skills. Unlike job-related skills (e.g., used a cash register), these skills can be applied in every occupation. Below is a list of transferable skills. Check off 5-8 words that apply to your school activities, volunteer work, and/or current or previous jobs.

<ul style="list-style-type: none"> - Budget-minded - Help people - Motivate others - Tutor - Coordinate activities - Invent - Use computers - Seek out help - Volunteer - Explain Locate information - Planner - Speak in public - Word processing - Creative - Delegate - Raise money - Think ahead - Write reports - Calm 	<ul style="list-style-type: none"> - Eager - Goal-oriented - Organized - Reliable - Competent - Flexible - Helpful - Polite - Optimistic - Conscientious - Friendly - Initiative - Punctual - Trustworthy - Dependable - Kind - Orderly - Quick-learner - Versatile
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9.11 CHECKLIST

INTERVIEWER CHECKLIST

- **Appearance** – overall grooming, dress, posture, and appropriateness
- **Sociability** – overall warmth and friendliness
- **Handshake** – firm and confident
- **Eye contact** – ability to look directly at you during interview
- **Composure** – overall confidence in responding to questions
- **Conversation** – ability to speak clearly, using proper language, grammar, and tone
- **Responses** – the questions were answered honestly, seriously, and completely, ability to “sell” him/herself with appropriate responses
- **Courtesy** – ability to show respect and interest
- **Job application** – neatly written and complete
- **Resume** – clear, concise, positive, typed, technically correct

9.12 CHECK YOUR PROGRESS

Resume Assignment

Create your Resume with a Cover Letter for the purpose of applying for an internship or full time position.

- Neat formatting of the information on the page
- 12 point font (Times or similar font)
- Do not use the Microsoft Word resume templates

9.13 FURTHER READING

- <http://www.wikihow.com/Write-a-Cover-Letter>
- <http://jobsearch.about.com/cs/coverletters/ht/coverletter.htm>
- http://en.wikipedia.org/wiki/Security_clearance Hansen, K., & Hansen, R. S. (2001).
- Dynamic cover letters: How to write the letter that gets you the job (Revised edition).
- Berkeley: Ten Speed Press. Cover letter templates/samples: Microsoft Word 2007 (1996). Entry-level cover letter. McGraw-Hill Companies, Inc.

:: STRUCTURE::**10.0 Learning Objective****10.1 Why Failure Is So Important****10.2 What is Failure?****10.3 Why it's Necessary to Fail?****10.4 Types of Failure****10.5 Stages of Failure****10.6 Unknown Facts about Failure and Setbacks in life****10.7 Check Your Progress**

10.0 LEARNING OBJECTIVES

- Learning from failure
- Failing is important
- What failure and setback does to us emotionally

10.1 WHY FAILURE IS SO IMPORTANT

Failure, as much as it hurts, is an important part of life. In fact, failure is necessary.

In fact, failure is life's great teacher; it's nature's chisel that chips away at all the excess, stripping down egos as it mould and shapes us through divine intentions.

Without failure, we'd be less capable of compassion, empathy, kindness, and great achievement; we would be less likely to reach for the moon and the stars.

It's through failure that we learn the greatest lessons that life could teach us.

10.2 WHAT IS FAILURE?

What is failure?

Why is it so important to fail at something before we can succeed?

When we think about failure, we think of things in a negative light. We say that failure is painful and that it causes emotional turmoil and upset, and inflicts agonizing pangs of guilt, regret, and remorse.

But, for those that have known true failure, and have bounced back from it, understand that failure in life is necessary for success. Sure, failing hurts. In fact, it cuts deep like a razor, slicing its way to our inner core. Yet, it's necessary.

And the most successful people in life have failed the most times. If you try to go through life without failing at anything, then you're not really living a life at all. Taking risks and falling down flat on our faces is part of life; it makes us into who we are.

When a baby is first learning to walk, she's going to fall down many times. This, in fact, is failure. But, ask any mother about their baby's ability to walk and she will wholeheartedly declare that her baby will one day walk. She might fall down many times, but she will surely walk.

Why is the mother so confident that her daughter will walk? Of course, we all know the answer to that. We know that falling down and failing while learning to walk is just a part of life. So, why isn't failure at other things treated this way?

What we don't realize as is just what some people had to go to in order to get where they are in life. Like the baby learning to walk, they had to fall down and fail many times.

The problem? Society tends to celebrate the successes rather than highlighting the epic journeys towards success that are filled with trials, tribulations, upsets, setbacks, and failures. It's not as glamorous to talk about those things.

10.3 WHY ITS'S NECESSARY TO FAIL

In life, it's necessary to fail. Failure is a steppingstone. In fact, there are 5 very powerful life lessons that failure helps to teach and instil in us. If you've recently failed at something in a major way, and you're going through a difficult time right now, keep these important lessons in mind.

Failure

Lesson 1: Experience

The first important lesson gained from failure is experience. What happens when we fail? When we go through something and can walk away with first-hand experience, it helps us to develop a deeper understanding for life.

The experience of failing at something is truly invaluable. It completely alters our frame-of-mind through the induction of pain. It makes us reflect on the real nature of things and their importance in our lives, transforming and improving our future-selves.

Lesson 2: Knowledge

Failure brings with it important first-hand knowledge. That knowledge can be harnessed in the future to overcome that very failure that inflicted so much pain in the first place. Nothing can replace the knowledge gained from failure.

When Thomas Edison famously failed nearly 10,000 times to create a commercially viable electric lightbulb, with each failure, he gained the knowledge of just one more avenue that didn't work. It was the accumulated knowledge developed from nearly 10,000 failed attempts that ultimately led to his success.

Lesson 3 : Resilience

Failing in life helps to build resilience. The more we fail, the more resilient we become. In order to achieve great success, we must know resilience. Because, if we think that we're going to succeed on the first try, or even the first few tries, then we're sure to set ourselves up for a far more painful failure.

The characteristic of resilience can help us in so many ways in life. Resilience helps to breed success by setting the game up to win. Gone are the lofty expectations that things will happen overnight, and in comes the expectations that true success will take an enormous amount of work and effort.

Lesson 4 : Growth

When we fail, we grow and mature as human beings. We reach deeper meanings and understandings about our lives and why we're doing the things that we're doing. This helps us to reflect and take things into perspective, developing meaning from painful situations.

Life is designed for us to grow and improve. From the very genetic fibres that make us into who we are as individual persons, into the fabric of society on a global scale, growth is a fundamental part of us. Without growth, we couldn't improve life on every front.

Lesson 5: Value

One of the biggest lessons that we can learn from life's failures is the necessity to create and spread an exceedingly high amount of value. In fact, value lies at the heart of success and a lack of value is a fundamental pillar to failure.

In thinking about your past failures, think about how much value you brought to the table. Could you have offered more value? Would that have prevented failure? When you learn to create immense value, and do so consistently, you will eventually succeed.

10.4 TYPES OF FAILURE

Different types of Failure:

1. Abject Failure

- This is the most personally difficult one. This is the type of failure when people lose something that feels essential to them. Examples of this could be their health, or current level of functioning.
- Their livelihood from a position that they had no prior fear could be taken from them, or when they have done something that has caused them to lose the trust and respect of those they value and care about.
- This is a deep failure, a failure that many struggle to recover from. A struggle that like it or not, you will experience again, and you can hopefully learn the coping skills to bounce back from.
- If we look at our health, it can be a huge blow to be told that we have some issue that makes us human and delicate. That our life will be changed forever, and that we need to deal with on a regular basis.
- It is likely not the first health issue you will come across in your life, but it is a defining one. The way that you choose to take control of it, and move forward despite it will say a lot about how you will deal with it in the future.
- The other, the loss of our livelihood, or the respect of those that we care about is difficult to deal with, but not uncommon. Most people have been let go from a job due to reasons that are, or are not their fault.
- Most people have been human, and have made mistakes that have let others down. While both of these may happen again in our future, we have to learn from these types of failure, and most importantly, how we spring back from them.

2. Glorious Failure

- This is the type of failure where you give something your all, but you fail in an epic blaze of glory. While these failures can feel devastating and dejecting, they are necessary.
- Also, if we are the type to aim for the start, it is not the first time we are going to deal with Glorious Failure. In fact, I hope not.
- From every one of these failures come lessons. They help us build tough skin, and enables us to learn from our mistakes. We can only strengthen ourselves and build bigger and better if we allow ourselves to regroup and to take the lessons that we can from it.
- I wish that this is the type of failure that people experience at least a few times in their lives, as it is the thing that greatness is made from.....if we allow it.

3. Common Failure

- This is your average everyday failure, and since none of us are perfect, you will experience it, and you will experience it again. This is forgetting an appointment, bringing the wrong disk to a presentation. Not remembering to copy hand-outs for a meeting early, only to find out the copier is broken and there is no other option.
- This is forgetting a friend's birthday or forgetting a report was due Friday at noon and not at 3 pm. These are mistakes we make because we are human beings, and we will make them again. In this case, we simply need to learn to forgive ourselves and move on.

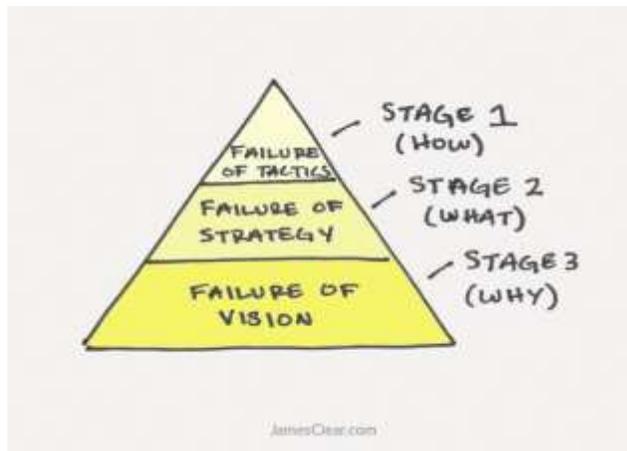
4. Predicted Failure

- This is the kind of failure we can count on. Think of it as the beta test of any new idea we are trying out. We have our things in place and we are going to see if they work well, or if there are "bugs."
- If we are someone with lots of goals and ideas, we will experience this type of failure many
- times in our lives. The most important thing is how we deal with the failure.
- There are people who do not have the wherewithal to handle even predicted failure, and therefore may not be cut out for swinging for the fences.
- Others know that this is a normal part of the cycle of creation and growth and that it can be a valuable learning experience to learn how to improve upon projects, themselves, and their ability to adapt.

10.5 STAGES OF FAILURE

Breaking down challenges and setbacks into 3 stages of Failure:

1. **Failure of Tactics.** These are **HOW** mistakes. They occur when you fail to build robust systems, forget to measure carefully, and get lazy with the details. A Failure of Tactics is a failure to execute on a good plan and a clear vision.
2. **Failure of Strategy.** These are **WHAT** mistakes. They occur when you follow a strategy that fails to deliver the results you want. You can know *why* you do the things you do and you can know *how* to do the work, but still choose the wrong *what* to make it happen.
3. **Failure of Vision.** These are **WHY** mistakes. They occur when you don't set a clear direction for yourself, follow a vision that doesn't fulfil you, or otherwise fail to understand why you do the things you do.



10.6 UNKNOWN FACTS ABOUT FAILURE AND SETBACKS IN LIFE

It's not whether you fail, or why, that matters, but how you react to it.

Failure is always a demoralizing and upsetting experience. You cannot always control whether difficult things happen to you in life but you can control, to a large extent, how you react to them. Failure makes your mind trick you into believing things that aren't true.

1. Failure makes the same goal seem less attainable.

In one study, people kicked an American football over a goalpost in an unmarked field and then estimated how far and high the goalpost was.

People who failed estimated the goalpost as being further away and higher than those who had succeeded. In other words, failure automatically distorts your perceptions of your goals and makes them seem more unattainable.

2. Failure also distorts your perceptions of your abilities.

Much as it makes your goals seem further out of reach, failure also distorts your perceptions of your actual abilities by making you feel less up to the task. Once you fail, you are likely to assess your skills, intelligence, and capabilities incorrectly and see them as significantly weaker than they actually are.

3. Failure makes you believe you're helpless.

One of the most common and strongest feelings people have after failing is helplessness. Failure causes an emotional wound. Your mind responds to this wound by trying to get you to give up so it doesn't get wounded again—and its best way of getting you to give up is to make you feel helpless.

4. A single failure experience can create an unconscious "fear of failure."

Some people are convinced they have a "fear of success." They don't—they have a fear of failure. The problem with most fears of failure is they are unconscious, which means you're not actually dealing with whether the fear is real, reasonable, or likely. Which then means you're also not addressing how to increase your likelihood of success; you're just trying to avoid feeling bad if you fail.

5. Fear of failure often leads to unconscious self-sabotaging.

One of the most common ways people try to buffer themselves against the pain of future failure is by self-handicapping—creating excuses and situations that can justify why they failed, like going to a party the night before an exam and claiming they were tired or hungover; developing psychosomatic symptoms such as headaches and stomach aches that made it hard to concentrate; or magnifying a small "crisis," such as the need to spend two hours on the phone with an upset friend, to justify why they were unable to prepare for a job interview. These kinds of behaviour's often turn into self-fulfilling prophecies because they sabotage your efforts and increase your likelihood of failure.

6. Fear of failure can be transmitted from parents to children.

Studies show that parents who have a fear of failure can unwittingly transmit it to their children by reacting harshly or withdrawing

emotionally when their children fail—thus conveying to them, often unconsciously, that failure is unacceptable.

7. The pressure to succeed increases performance anxiety and causes choking.

When a golfer misses a crucial easy putt, a bowler gutters the last ball, or a trained singer totally misses the power note at the end of an audition song, it is because performance pressure caused them to choke. Choking happens when the pressure to succeed makes you overthink something your brain already knows how to do. As a result, you add an unnecessary "correction" that throws your brain off and screws everything up.

8. Willpower is like a muscle—it needs rest and glucose to function best.

Much like muscles can become fatigued when they are overused, when your willpower fails you it is because it is over-worked and under-nourished. Our brains require glucose to operate and when they don't have enough of it, our cognitive resources (attention, concentration); our executive functioning (planning, decision making); and our willpower all begin to drop or fail. That is why crash diets often end in bingeing—they deplete the person's willpower so severely that they lose their self-control all at once and eat everything in sight.

10.7 CHECK YOUR PROGRESS

1. Have there been any failures that made your life better?

2. Is there a right time to give up and stop trying? Or should you never give up?

3. Can you think of any 2 famous people who failed spectacularly at something?

4. Talk about a time you failed at something you tried. Don't talk about anything that will make you uncomfortable or embarrassed.

5. Can you think of any famous quotes or idioms about success or failure?

:: STRUCTURE::**11.0 Learning Objective****11.1 Introduction****11.2 Understanding Resilience****11.3 Importance of Resilience****11.4 Building Resilience****11.5 Resilience – 7 C Model****11.6 Types of Resilience****11.7 Steps for Dealing effectively with Setbacks and Mistakes****11.8 Checklist for knowing if you are a Resilient Person****11.9 Check your Progress**

11.0 LEARNING OBJECTIVES

Becoming Resilient

- Will strengthen the students personal identities
- Their relationships with others
- Their sense of belonging
- Enable them to support others
- To make decisions that will enhance their feelings of self-worth

11.1 INTRODUCTION

“Resilience is that ineffable quality that allows some people to be knocked down by life and come back stronger than ever. Rather than letting failure overcome them and drain their resolve, they find a way to rise from the ashes.”

In a nutshell, resilience can be defined as the ability – and tendency – to “bounce back.”

“Bouncing back” is what we do when we face disappointment, defeat, and failure, but instead of wallowing or letting things keep us down, we get back up and continue on with our lives.

According to the APA Help Centre, it’s “the process of adapting well in the face of adversity, trauma, tragedy, threats or significant sources of stress”.

The ways in which we understand and respond to setbacks and mistakes are an integral part of a resilient mindset.

Rebounding from a disaster does not mean mistake-proofing yourself because there will be more setbacks in the future.

11.2 UNDERSTANDING RESILIENCE

Individuals Lacking Resilience:

1. View setbacks as permanent.
2. Typically attribute setbacks or mistakes to conditions that they are powerless to change, that are beyond their control, or that cannot be easily corrected.
3. Do not consider options for improvement because they do not believe any exist.
4. Are prone to interpret each mistake as a testimony to inadequacy or evidence that they are failures instead of just an event to be dealt with.
5. Tend to rely on self-defeating coping behaviour’s such as making excuses, quitting, avoiding challenges, denying, or blaming others.

Resilient individuals:

1. View setbacks as temporary and are not easily discouraged.
2. Attribute mistakes to factors that can be changed.
3. View mistakes as experiences for learning and growth instead of feeling defeated.
4. Do not delight in making mistakes but believe that mistakes serve as the foundation for insight and growth and as a vital source of information for future success.
5. Look for opportunities that might be a by-product of setbacks.

11.3 IMPORTANCE OF RESILIENCE

Resilience (or resiliency) is our ability to adapt and bounce back when things don't go as planned. Resilient people don't wallow or dwell on failures; they acknowledge the situation, learn from their mistakes, and then move forward.

According to the research of leading psychologist, **Susan Kobasa**, there are three elements that are essential to resilience:

Challenge – Resilient people view a difficulty as a challenge, not as a paralyzing event. They look at their failures and mistakes as lessons to be learned from, and as opportunities for growth. They don't view them as a negative reflection on their abilities or self-worth.

Commitment – Resilient people are committed to their lives and their goals, and they have a compelling reason to get out of bed in the morning. Commitment isn't just restricted to their work – they commit to their relationships, their friendships, the causes they care about, and their religious or spiritual beliefs.

Personal Control – Resilient people spend their time and energy focusing on situations and events that they have control over. Because they put their efforts where they can have the most impact, they feel empowered and confident. Those who spend time worrying about uncontrollable events can often feel lost, helpless, and powerless to take action.

Another leading psychologist, **Martin Seligman**, says the way that we explain setbacks to ourselves is also important. This "explanatory style" is made up of three main elements:

Permanence – People who are optimistic (and therefore have more resilience) see the effects of bad events as temporary rather than permanent. For instance, they might say "My professor didn't like the work I did on that project" rather than "My professor never likes my work."

Pervasiveness – Resilient people don't let setbacks or bad events affect other unrelated areas of their lives. For instance, they would say "I'm not very good at this" rather than "I'm no good at anything."

Personalization – People who have resilience don't blame themselves when bad events occur. Instead, they see other people, or the circumstances, as the cause. For instance, they might say "I didn't get the support I needed to finish that project successfully," rather than "I messed that project up because I can't do my job."

11.4 BUILDING RESILIENCE

Even if you're not a naturally resilient person, you can learn to develop a resilient mindset and attitude. To do so, incorporate the following into your daily life:

1. **Learn to relax.** When you take care of your mind and body, you're better able to cope effectively with challenges in your life. Develop a good sleep routine, try out a new exercise or use physical relaxation techniques, like deep breathing or meditation.

2. **Practice thought awareness.** Resilient people don't let negative thoughts derail their efforts. Instead, they consistently practice positive thinking . This means listening to how you talk to yourself when something goes wrong – if you find yourself making statements that are permanent, pervasive or personalized, correct these thoughts in your mind.
3. **Edit your outlook.** Practice cognitive restructuring to change the way that you think about negative situations and bad events.
4. **Learn from your mistakes and failures.** Every mistake has the power to teach you something important, so look for the lesson in every situation. Also, make sure that you understand the idea of "post-traumatic growth" – often people find that crisis situations, such as a job loss or the breakdown of a relationship, allow them to re-evaluate their lives and make positive changes.
5. **Choose your response.** Remember, we all experience bad days and we all go through our share of crises. But we have a choice in how we respond: we can choose to react with panic and negativity, or we can choose to remain calm and logical to find a solution. Your reaction is always up to you.
6. **Maintain perspective.** Resilient people understand that, although a situation or crisis may seem overwhelming in the moment, it may not make that much of an impact over the long-term. Try to avoid blowing events out of proportion.
7. **Set yourself some goals.** If you don't already, learn to set SMART, effective personal goals that match your values , and that can help you to learn from your experiences.
8. **Build your self-confidence.** Remember, resilient people are confident that they're going to succeed eventually, despite the setbacks or stresses that they might be facing. This belief in themselves also enables them to take risks: when you develop confidence and a strong sense of self, you have the strength to keep moving forward, and to take the risks you need to get ahead.
9. **Develop strong relationships.** People who have strong connections at work are more resistant to stress, and they're happier in their role. This also goes for your personal life: the more real friendships you develop, the more resilient you're going to be, because you have a strong support network to fall back on. (Remember that treating people with compassion and empathy is very important here.)

10. **Be flexible.** Resilient people understand that things change, and that carefully-made plans may, occasionally, need to be amended or scrapped.

11.5 RESILIENCE – 7 C MODEL

The 7 C model:

- **Competence** This is the ability to know how to handle situations effectively. To build competence, individuals develop a set of skills to help them trust their judgments and make responsible choices.
- **Confidence** Dr. Ginsburg says that true self-confidence is rooted in competence. Individuals gain confidence by demonstrating competence in real-life situations.
- **Connection** Close ties to family, friends, and community provide a sense of security and belonging.
- **Character** Individuals need a fundamental sense of right and wrong to make responsible choices, contribute to society, and experience self-worth.
- **Contribution** Ginsburg says that having a sense of purpose is a powerful motivator. Contributing to one's community reinforces positive reciprocal relationships.
- **Coping** When people learn to cope with stress effectively, they are better prepared to handle adversity and setbacks.
- **Control** Developing an understanding of internal control helps individuals act as problem-solvers instead of victims of circumstance. When individuals learn that they can control the outcomes of their decisions, they are more likely to view themselves as capable and confident.

The 7 Cs of resilience illustrate the interplay between personal strengths and outside resources, regardless of age.

11.6 TYPES OF RESILIENCE

Types of Resilience: Psychological, Emotional, Physical, and Community

The word resilience is often used on its own to represent overall adaptability and coping, but it can be broken down into categories or types:

- **Psychological Resilience**
Psychological resilience refers to the ability to mentally withstand or adapt to uncertainty, challenges, and adversity. It is sometimes referred to as “mental fortitude.”

People who exhibit psychological resilience develop coping strategies and capabilities that enable them to remain calm and focused during a crisis and move on without long-term negative consequences.

- **Emotional Resilience**

There are varying degrees of how well a person copes emotionally with stress and adversity. Some people are, by nature, more or less sensitive to change. How a person responds to a situation can trigger a flood of emotions.

Emotionally resilient people understand what they're feeling and why. They tap into realistic optimism, even when dealing with a crisis, and are proactive in using both internal and external resources. As a result, they are able to manage stressors as well as their emotions in a healthy, positive way.

- **Physical Resilience**

Physical resilience refers to the body's ability to adapt to challenges, maintain stamina and strength, and recover quickly and efficiently. It's a person's ability to function and recover when faced with illness, accidents, or other physical demands.

Research published in April 2016 in *The Journal of Gerontology* showed that physical resilience plays an important role in healthy aging, as people encounter medical issues and physical stressors.

Healthy lifestyle choices, building connections, making time to rest and recover, deep breathing, and engaging in enjoyable activities all play a role in building physical resilience.

- **Community Resilience**

Community resilience refers to the ability of groups of people to respond to and recover from adverse situations, such as natural disasters, acts of violence, economic hardship, and other challenges to their community.

Real-life examples of community resilience can be Mumbai Terrorist Attack or the very latest Covid- As India grapples with the COVID-19 pandemic, our resilience in the face of this unprecedented public-health emergency is being tested as never before.

11.7 STEPS FOR DEALING EFFECTIVELY WITH SETBACKS AND MISTAKES

1. Examine your assumptions about mistakes.

The better you understand your approach to setbacks, the better equipped you will be to modify counterproductive patterns of thinking and behaving.

Answer the following to examine your assumptions about the setbacks and mistakes in your life:

- List three situations in the past year in which in you made a mistake or experienced a setback.
- Before you attempted each of the tasks, how confident were you of succeeding? Did your confidence level differ from one task to the next?
- When you experienced a setback or mistake, how did you explain the situation to yourself?
- As you examine the three situations, did you have the same explanations for why you failed in each?
- How did you react to each situation?
- With hindsight, would you respond differently to any of the situations now? If so, how would you respond differently?
- Of all the times you made a mistake or experienced a setback, what is the time you are most proud of in terms of your reaction? Why are you proud?
- Of all the times you made a mistake or experienced a setback, what is the time you are least proud of in terms of your reaction? Why aren't you pleased?
- What is the worst thing that has happened to you when you made a mistake or experienced a setback?
- How did your parents or other important adults in your life handle setbacks and mistakes?
- Have you ever asked yourself, "Is there anything I can learn from this situation?"
- Are there times you have refused to try something because you were afraid you might fail or make a mistake? How did you feel about yourself after you refused?

2. Challenge self-defeating assumptions.

When your assumptions serve as roadblocks to leading a resilient lifestyle, they must be defined, understood, and challenged.

Many people magnify and generalize their vulnerabilities and weaknesses, leaving the impression that their lives are a history of

mistakes and failures. When they focus on their mistakes, their positive features recede into the background.

Do you fall into the trap of?

- Making all-or-none statements. (“I will never learn.”)
- Generalizing a mistake in one area of your life to all areas. (“I can’t do anything right.”)
- Attributing mistakes to a factor that can’t be changed. (“I am really clumsy.”)

Begin to focus on areas in which you have been successful and remember that you are not a failure just because something doesn’t work out.

3. *Keep the situation in perspective.*

- Ask yourself:
What’s the worst thing that can happen?
What’s the best outcome we can hope for?
- Work on being accurate and candid about what has happened.
- Take steps to remedy the situation

4. *Learn something positive from every situation.*

A vital step in overcoming self-defeating assumptions for setbacks or mistakes is to ask ourselves: “What can I learn from this situation?”

Most mistakes and setbacks trigger feelings of disappointment and doubt, and very few people are glad they make a mistake or experienced a setback to have an opportunity for improvement. However, if mistakes and setbacks reinforce negative self-evaluations, we have little opportunity to learn from what went wrong.

Mistakes and setbacks are a natural part of life. We learn by experimenting, and mistakes and setbacks can be important parts of our learning process. If we accept our setbacks and mistakes, we can continue to risk, learn, and move on with excitement and satisfaction.

The most important thing we can do differently when a setback or mistake occurs in the future is to change the way we interpret the event.

5. *Decide on a plan of action based on new assumptions.*

- Ask yourself what you can do to either change your behaviour so that setbacks and mistakes are less likely to occur or change how you view and respond to mistakes when they do occur. By directing attention to

what you can do differently, you assume personal control for your life instead of passively accepting the negative assumptions that have existed.

- After reviewing several possible options to change how you view and react to setbacks and mistakes, select one that you believe has the greatest probability for success.
- Once you have selected a new action plan, anticipate the possible obstacles to success. The more prepared you are for obstacles that may arise, the better equipped you will be to manage these obstacles in a constructive manner with a resilient mindset. As you reflect on possible obstacles, ask yourself the following questions:
 1. If you make a mistake or experience a setback in the future, what will you tell yourself? Is this different from what you told yourself in the past?
 2. If it is different, how do you think it will affect your behavior?
 3. What difficulties do you anticipate encountering as you use new words and actions to deal with setbacks and mistakes?
 4. How will you manage these difficulties so that you can move forward?
 5. *If your new assumptions about mistakes or your new behaviour are not successful, avoid negative self-evaluation.*
 6. Return to Step 4 and ask what you have learned from this setback.
 7. Proceed to Step 5 to consider new options and a new plan of action.

11.8 CHECKLIST FOR KNOWING IF YOU ARE A RESILIENT PERSON

- You have a positive outlook.
- You have goals and aspirations.
- You adapt well to change and persevere through setbacks.
- You have an active lifestyle, with regular exercise.
- You have a healthy relationship with food.
- You feel connected to others.
- You know how to communicate how you feel.
- You say what you think and can resist peer pressure.
- You are comfortable in your own body.
- Your self-worth doesn't depend on the way you look.
- You don't abuse alcohol or drugs.

11.9 CHECK YOUR PROGRESS

1. How would you define resilience?

2. Where have you heard this term used before?

3. Describe a situation when you or someone you know has demonstrated resilience, or when you or someone else could have demonstrated resilience

UNIT : 12

DEVELOPING EMOTIONAL INTELLIGENCE

:: STRUCTURE::

12.0 Learning Objective

12.1 Introduction

12.2 Definition and Meaning of Emotional Intelligence

12.3 Importance of Emotional Intelligence

12.4 Benefits of Emotional Intelligence

12.5 Components of Emotional Intelligence

12.6 Pillars of Emotional Intelligence

12.7 Practicing Emotional Intelligence

12.8 Tips for Being Emotionally Intelligent

12.9 Check your Progress

12.0 LEARNING OBJECTIVE

- **Recognize and discuss** the four foundational areas of emotional intelligence
- **Explain** the personal and professional benefits of emotional intelligence
- **Discover** areas of opportunity for growth in emotional intelligence

12.1 INTRODUCTION

Emotional intelligence (EI) refers to the ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it's an inborn characteristic.

The ability to express and control emotions is essential, but so is the ability to understand, interpret, and respond to the emotions of others. Imagine a world in which you could not understand when a friend was feeling sad or when a co-worker was angry. Psychologists refer to this ability as emotional intelligence, and some experts even suggest that it can be more important than IQ in your overall success in life.

12.2 DEFINITIONS AND MEANING OF EMOTIONAL INTELLIGENCE

Definitions:

- “Emotional intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships” (Bradberry & Greaves, 2009).
- “Emotional Intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships” (Goleman, 1998).
- “Being able to monitor and regulate one’s own and others’ feelings, and to use feelings to guide thought and action” (Salovey & Mayer, 1990).

Meaning:

Emotional intelligence (otherwise known as emotional quotient or EQ) is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict.

12.3 IMPORTANCE OF EMOTIONAL INTELLIGENCE

It’s not the smartest people who are the most successful or the most fulfilled in life. Intellectual ability or your intelligence quotient (IQ) isn’t enough on its own to achieve success in life. IQ can help you get into college, but it’s EQ that will help manage the stress and emotions when facing any challenges. IQ and EQ exist in tandem and are most effective when they build off one another.

Emotional Intelligence affects:

Performance at school or work. High emotional intelligence can help navigate the social complexities of the workplace, lead and motivate others, and excel in one’s career. In fact, when it comes to gauging important job candidates, many companies now rate emotional

intelligence as important as technical ability and employ EQ testing before hiring.

Physical health. If you're unable to manage emotions, you are probably not managing your stress either. This can lead to serious health problems. Uncontrolled stress raises blood pressure, suppresses the immune system, increases the risk of heart attacks and strokes, contributes to infertility, and speeds up the aging process. The first step to improving emotional intelligence is to learn how to manage stress.

Mental health. Uncontrolled emotions and stress can also impact mental health, making one vulnerable to anxiety and depression. If you are unable to understand, get comfortable with, or manage your emotions, you'll also struggle to form strong relationships. This in turn can leave one feeling lonely and isolated and further exacerbate any mental health problems.

Relationships. By understanding one's emotions and how to control them, you're better able to express how one feel and understand how others are feeling. This allows one to communicate more effectively and forge stronger relationships, both at work and in personal life.

Social intelligence. Being in tune with one's emotions serves a social purpose, connecting to other people and the world around . Social intelligence enables one to recognize friend from foe, measure another person's interest in you, reduce stress, balance your nervous system through social communication, and feel loved and happy.

12.4 BENEFITS OF EMOTIONAL INTELLIGENCE

There are many examples of how emotional intelligence can play a role in daily life.

Thinking Before Reacting

Emotionally intelligent people know that emotions can be powerful, but also temporary. When a highly charged emotional event happens, such as becoming angry with a co-worker, the emotionally intelligent response would be to take some time before responding. This allows everyone to calm their emotions and think more rationally about all the factors surrounding the argument.

Greater Self-Awareness

Emotionally intelligent people are not only good at thinking about how other people might feel but they are also adept at understanding their own feelings. Self-awareness allows people to consider the many different factors that contribute to their emotions.

Empathy for Others

A large part of emotional intelligence is being able to think about and empathize with how other people are feeling. This often involves considering how you would respond if you were in the same situation.

12.5 COMPONENTS OF EMOTIONAL INTELLIGENCE

Researchers suggest that there are four different levels of emotional intelligence including emotional perception, the ability to reason using emotions, the ability to understand emotions, and the ability to manage emotions.¹

1. **Perceiving emotions:** The first step in understanding emotions is to perceive them accurately. In many cases, this might involve understanding nonverbal signals such as body language and facial expressions.
2. **Reasoning with emotions:** The next step involves using emotions to promote thinking and cognitive activity. Emotions help prioritize what we pay attention and react to; we respond emotionally to things that garner our attention.
3. **Understanding emotions:** The emotions that we perceive can carry a wide variety of meanings. If someone is expressing angry emotions, the observer must interpret the cause of the person's anger and what it could mean. For example, if your boss is acting angry, it might mean that they are dissatisfied with your work, or it could be because they got a speeding ticket on their way to work that morning or that they've been fighting with their partner.
4. **Managing emotions:** The ability to manage emotions effectively is a crucial part of emotional intelligence and the highest level. Regulating emotions and responding appropriately as well as responding to the emotions of others are all important aspects of emotional management.

The four branches of this model are arranged by complexity with the more basic processes at the lower levels and the more advanced processes at the higher levels. For example, the lowest levels involve perceiving and expressing emotion, while higher levels require greater conscious involvement and involve regulating emotions.

12.6 PILLARS OF EMOTIONAL INTELLIGENCE

The skills that make up emotional intelligence can be learned at any time. However, it's important to remember that there is a difference between simply learning about EQ and applying that knowledge to life. In order to permanently change behaviour in ways that stand up under pressure, one needs to learn how to overcome stress in the moment, and in your relationships, in order to remain emotionally aware.

The key skills for building EQ and improving your ability to manage emotions and connect with others are:

- Self-Management
- Self-Awareness
- Social Awareness
- Relationship Management



Self-Management

In order for you to engage your EQ, you must be able to use your emotions to make constructive decisions about your behaviour. When you become overly stressed, you can lose control of your emotions and the ability to act thoughtfully and appropriately.

Think about a time when stress has overwhelmed you. Was it easy to think clearly or make a rational decision? Probably not. When you become overly stressed, your ability to both think clearly and accurately assess emotions—your own and other people’s—becomes compromised.

Emotions are important pieces of information that tell you about yourself and others, but in the face of stress that takes us out of our comfort zone, we can become overwhelmed and lose control of ourselves. With the ability to manage stress and stay emotionally present, you can learn to receive upsetting information without letting it override your thoughts and self-control. You’ll be able to make choices that allow you to control impulsive feelings and behaviours, manage your emotions in healthy ways, take initiative, follow through on commitments, and adapt to changing circumstances.

Self-Awareness

Managing stress is just the first step to building emotional intelligence. The science of attachment indicates that your current emotional experience is likely a reflection of your early life experience. Your ability to manage core feelings such as anger, sadness, fear, and joy often

depends on the quality and consistency of your early life emotional experiences. If your primary caretaker as an infant understood and valued your emotions, it's likely your emotions have become valuable assets in adult life. But, if your emotional experiences as an infant were confusing, threatening or painful, it's likely you've tried to distance yourself from your emotions.

But being able to connect to your emotions—having a moment-to-moment connection with your changing emotional experience—is the key to understanding how emotion influences your thoughts and actions. For instance

- **Do you experience feelings that flow**, encountering one emotion after another as your experiences change from moment to moment?
- **Are your emotions accompanied by physical sensations that you experience** in places like your stomach, throat, or chest?
- **Do you experience individual feelings and emotions**, such as anger, sadness, fear, and joy, each of which is evident in subtle facial expressions?
- **Can you experience intense feelings** that are strong enough to capture both your attention and that of others?
- **Do you pay attention to your emotions?** Do they factor into your decision making?

If any of these experiences are unfamiliar, you may have “turned down” or “turned off” your emotions. In order to build EQ—and become emotionally healthy—you must reconnect to your core emotions, accept them, and become comfortable with them. You can achieve this through the practice of mindfulness.

Mindfulness which is the practice of purposely focusing your attention on the present moment—and without judgment. The cultivation of mindfulness has roots in Buddhism, but most religions include some type of similar prayer or meditation technique. Mindfulness helps shift your preoccupation with thought toward an appreciation of the moment, your physical and emotional sensations, and brings a larger perspective on life. Mindfulness calms and focuses you, making you more self-aware in the process.

Social Awareness

Social awareness enables you to recognize and interpret the mainly nonverbal cues others are constantly using to communicate with you. These cues let you know how others are really feeling, how their emotional state is changing from moment to moment, and what's truly important to them.

When groups of people send out similar nonverbal cues, you're able to read and understand the power dynamics and shared emotional experiences of the group. In short, you're empathetic and socially comfortable.

To build social awareness, you need to recognize the importance of mindfulness in the social process. After all, you can't pick up on subtle nonverbal cues when you're in your own head, thinking about other things, or simply zoning out on your phone. Social awareness requires your presence in the moment. While many of us pride ourselves on an ability to multitask, this means that you'll miss the subtle emotional shifts taking place in other people that help you fully understand them.

You are actually more likely to further your social goals by setting other thoughts aside and focusing on the interaction itself.

Following the flow of another person's emotional responses is a give-and-take process that requires you to also pay attention to the changes in your own emotional experience.

Paying attention to others doesn't diminish your own self-awareness. By investing the time and effort to really pay attention to others, you'll actually gain insight into your own emotional state as well as your values and beliefs. For example, if you feel discomfort hearing others express certain views, you'll have learned something important about yourself.

Relationship Management

Working well with others is a process that begins with emotional awareness and your ability to recognize and understand what other people are experiencing. Once emotional awareness is in play, you can effectively develop additional social/emotional skills that will make your relationships more effective, fruitful, and fulfilling.

- **Become aware of how effectively you use nonverbal communication.** It's impossible to avoid sending nonverbal messages to others about what you think and feel. The many muscles in the face, especially those around the eyes, nose, mouth, and forehead, help you to wordlessly convey your own emotions as well as read other peoples' emotional intent. The emotional part of your brain is always on—and even if you ignore its messages—others won't. Recognizing the nonverbal messages that you send to others can play a huge part in improving your relationships.
- **Use humour and play to relieve stress.** Humor, laughter, and play are natural antidotes to stress. They lessen your burdens and help you keep things in perspective. Laughter brings your nervous system into

balance, reducing stress, calming you down, sharpening your mind and making you more empathic.

- **Learn to see conflict as an opportunity to grow closer to others.** Conflict and disagreements are inevitable in human relationships. Two people can't possibly have the same needs, opinions, and expectations at all times. However, that needn't be a bad thing. Resolving conflict in healthy, constructive ways can strengthen trust between people. When conflict isn't perceived as threatening or punishing, it fosters freedom, creativity, and safety in relationships.

12.7 PRACTICING EMOTIONAL INTELLIGENCE

Emotional intelligence can be used in many different ways in your daily life. Some different ways to practice emotional intelligence include:

- Being able to accept criticism and responsibility
- Being able to move on after making a mistake
- Being able to say no when you need to
- Being able to share your feelings with others
- Being able to solve problems in ways that work for everyone
- Having empathy for other people
- Having great listening skills
- Knowing why you do the things you do
- Not being judgemental of others

12.8 TIPS FOR BEING EMOTIONALLY INTELLIGENT

Being emotionally intelligent is important, but what steps can you take to improve your own social and emotional skills? Here are some tips.

Listen

If you want to understand what other people are feeling, the first step is to pay attention. Take the time to listen to what people are trying to tell you, both verbally and non-verbally. Body language can carry a great deal of meaning. When you sense that someone is feeling a certain way, consider the different factors that might be contributing to that emotion.

Empathize

Picking up on emotions is critical, but you also need to be able to put yourself into someone else's shoes in order to truly understand their point of view. Practice empathizing with other people. Imagine how you would feel in their situation. Such activities can help you build an emotional understanding of a specific situation as well as develop stronger emotional skills in the long-term.

Reflect

The ability to reason with emotions is an important part of emotional intelligence. Consider how your own emotions influence your decisions and behaviours. When you are thinking about how other people respond, assess the role that their emotions play.

Why is this person feeling this way? Are there any unseen factors that might be contributing to these feelings? How do your emotions differ from theirs? As you explore such questions, you may find that it becomes easier to understand the role that emotions play in how people think and behave.

12.9 CHECK YOUR PROGRESS

Self-Assessment: Are you Emotionally Intelligent?

Just like what you might think of as traditional intelligence, everyone possesses a degree of emotional intelligence.

However, it's difficult to measure emotional intelligence since tests are inherently subjective. Nonetheless, here's a five-minute test you can take that will help you determine not only how emotionally intelligent you are, but where your strengths and weaknesses lie.

Read twice and answer honestly:

1. Do I try to control my thoughts?
2. Do I think before I speak?
3. Do I learn from negative feedback?
4. Do I acknowledge others?
5. Do I have a balanced view of myself?
6. Do I listen for the message, and not just the words?
7. Am I authentic?
8. Do I show empathy?
9. Do I praise others?
10. Do I give helpful feedback?
11. Do I willingly apologize?
12. Do I forgive *and* forget?
13. Do I keep my commitments?
14. Do I know how to handle negative emotions?
15. Do I practice self-care?
16. Do I focus on what I can control?
17. Can I tell when others are using my emotions to manipulate or control me?

:: STRUCTURE::**13.0 Learning Objective****13.1 Introduction****13.2 Stress, Stress and Distress****13.3 Stress and its Causes****13.4 Effect and Symptoms of Stress****13.5 Stress and Burnout****13.6 Unknown Facts about Stress****13.7 Steps for Stress Management****13.8 Tips and Techniques for Stress Management****13.9 Check your Progress**

13.0 LEARNING OBJECTIVE

- Students learn to identify stress in their lives.
- Students learn to identify stress and the impact it has on their lives.
- Students create a plan to reduce stress.
- Students learn coping strategies for stress.

13.1 INTRODUCTION

Stress is a fact of life, wherever you are and whatever you are doing. You cannot avoid stress, but you can learn to manage it so it doesn't manage you. Changes in our lives—such as going to college, getting married, changing jobs, or illness—are frequent sources of stress. Keep in mind that changes that cause stress can also benefit you. Moving

away from home to attend college, for example, creates personal-development opportunities—new challenges, friends, and living arrangements. That is why it's important to know yourself and carefully consider the causes of stress. Learning to do this takes time, and although you cannot avoid stress, the good news is that you can minimize the harmful effects of stress, such as depression or hypertension. The key is to develop an awareness of how you interpret, and react to, circumstances. This awareness will help you develop coping techniques for managing stress.

13.2 STRESS, STRESS AND DISTRESS

Understanding Stress

Stress is a normal response to “stressors,” or internal and external circumstances that are difficult, upsetting, or scary. Internal stressors include distressing thoughts or memories, physical sensations like pain or discomfort, and also emotions like sadness or anger. External stressors include any concerning event, situation or circumstance that has the potential to negatively impact a person or something they care about.

When a person encounters a stressor, a chain reaction is set into motion in the brain and nervous system. This chain reaction begins in the brain when a problem or potential threat is identified, which cues the sympathetic nervous system. When the sympathetic nervous system is activated, stress hormones and chemicals like adrenaline and cortisol are pumped into the bloodstream. This results in the stress response (also called fight or flight) and involves a quickening of the heart rate and breath, feelings of restless energy and increased mental alertness.

When stress happens in response to actual problems or threats, it can be helpful in providing energy, motivation and focus needed to confront or solve the problem. This kind of stress is called stress. When the stress response happens too often or in response to unimportant or uncontrollable circumstances, it is more likely to be experienced as distress, which can have negative effects on a person's physical and mental health.

Understanding Stress

stress is a relatively new concept that describes a type of stress that is positive, helpful, and motivating. Unlike distress, stress motivates people to work hard, improve their performance, and reach their goals, even in the face of challenges. In the body and brain, both stress and distress involve the activation of the fight or flight response.

The difference is that in stress, the energy provided is proportionate to what is needed in the situation while in distress, the energy is excessive or unusable. Whether a person experiences distress or stress in a situation mainly depends on their perception of themselves and the stressor. When

a person feels confident in their ability to overcome the stressor, they are more likely to experience positive stress. This positive assessment of the stressor helps them channel the energy provided by the fight or flight response in ways that help them work towards a solution.

Understanding Distress

Distress describes the negative kind of stress that most people associate with feeling “stressed out”. Distress tends to cause people to feel overwhelmed, anxious, and to experience physical and psychological symptoms like headaches, tension, insomnia, inattentiveness or irritability. Frequent, intense or chronic stress is toxic to the body and brain and is linked to a number of physical and mental illnesses, as well as impairing a person’s ability to function.

The difference in stress and distress has to do with the stress or (s) that triggered the response and the way the person assesses these. Distress is caused when a person assumes the stress or stress or are not within their control or ability to fix or change. People who experience distress tend to feel overwhelmed and helpless and because they haven’t found an actionable solution, tend to revert to worrying and other unproductive responses.

13.3 STRESS AND ITS CAUSES

- Stress is your body’s physical response to adverse circumstances or pressure.
- Your body goes into ‘fight or flight’ mode.
- Coping with stress is essential to your physical, emotional, and mental health.
- It is important to learn strategies to cope with stress and be able to adapt to changes in your life that may cause stress.
- Fight or Flight- Your body’s instinctive physiological response to adverse circumstances or pressure which tells you either to resist forcibly (fight) or run away (flight).

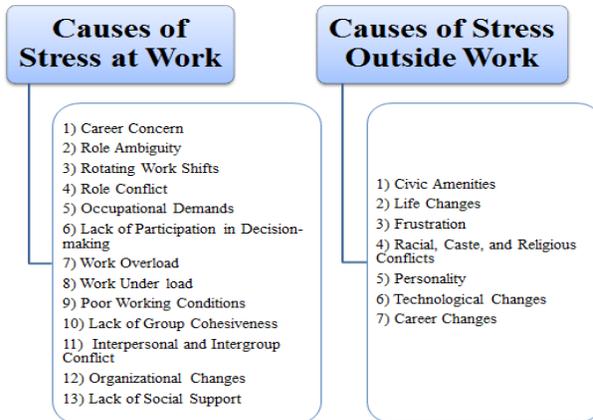
Causes of Stress

Stress is triggered differently for every person and your response to stress is based on your personality, ability to adapt to change, and respond to situations.

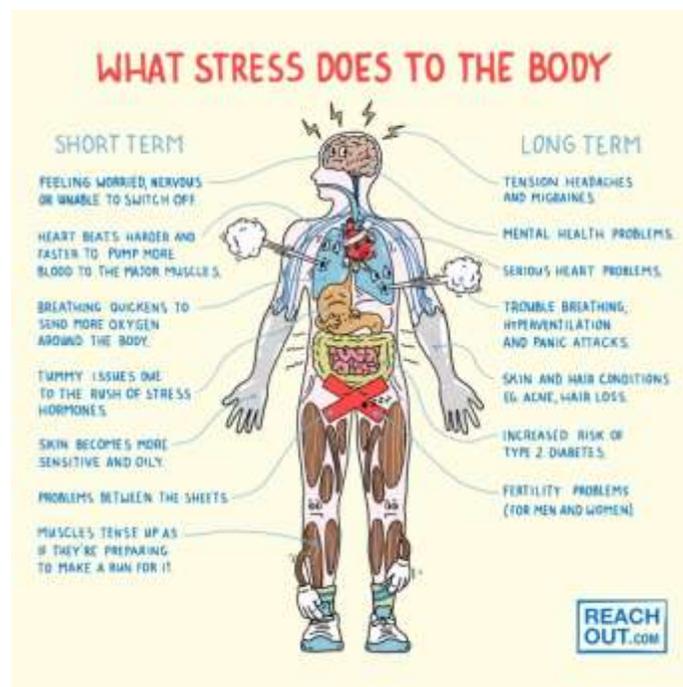
- Working long hours
- Being unhappy in your job
- Career Choice
- Examination
- The death of a loved one
- Divorce
- Loss of a job
- Taking care of a sick family member
- Health Issues
- Increased academic demands

- Being on your own in a new environment
- Changes in family relations
- Financial responsibilities
- Changes in your social life
- Exposure to new people, ideas, and temptations
- Preparing for life after graduation

Causes of Stress



13.4 EFFECT AND SYMPTOMS OF STRESS



Psychological Effects: Stress contributes to mental and emotional disorders including depression, anxiety, phobias, and panic attacks. May

cause you to be more irritable and impact your temper, violence, trouble concentrating and making decisions, and withdrawal. Few Symptoms:

- Irritability
- Disruptive eating patterns (overeating or under eating)
- Harsh treatment of others
- Increased smoking or alcohol consumption
- Isolation
- Compulsive shopping.

Physical Effects: Increased stress may cause headaches, body aches, trouble sleeping, increase or decrease in appetite, stomach ulcers, and in more chronic cases stroke and heart disease.

It is important to note that stress impacts everyone differently therefore it is essential to pay attention to your body and recognize how stress impacts your well-being. Few Symptoms:

- Headaches
- Fatigue
- Gastrointestinal problems
- Hypertension (high blood pressure)
- Heart problems, such as palpitations
- Inability to focus/lack of concentration
- Sleep disturbances, whether it's sleeping too much or an inability to sleep
- Sweating palms/shaking hands
- Anxiety
- Sexual problems.

13.5 STRESS AND BURNOUT

If you're not yet convinced about the need to prioritize stress management, these 14 facts might help:

1. Stress has been referred to as the "silent killer" as it can cause heart disease, high blood pressure, chest pain, and an irregular heartbeat (Chilnick, 2008).
2. Telogen effluvium is the result of hair loss caused by stress that can happen up to three months after a stressful event (McEwen, 2003). Researchers have found that stress worsens acne, more so than the prevalence of oily skin (Warner, 2002).
3. Stress can cause weight gain too. The stress hormone cortisol has been found to cause both the accumulation of abdominal fat and the enlargement of fat cells, causing "diseased" fat (Chilnick, 2008).
4. Correlations have been found between stress and the top six causes of death: cancer, lung ailments, heart disease, liver cirrhosis, accidents, and suicide ("How Does Stress Affect Us?", 2016).

5. In children, chronic stress has been found to negatively impact their developmental growth due to a reduction of the growth hormone in the pituitary gland (Van der Kolk, B. et. al., 2007).
6. The word itself, “stress” stems from the Latin word stringere, meaning “to draw tight” (McEwen, 2003).
7. In the event of chronic stress, dominant hormones are released into our brain. These hormones are intended for short-term emergencies and in the event where they exist for extended periods they can shrink, impair and kill brain cells (Wallenstein, 2003).
8. Stress can increase the likelihood of developing blood clots since the blood prepares itself for injuries and becomes “stickier” (Chilnick, 2008).
9. Chronic stress can place pressure on, and cause damage to arteries and organs. This occurs due to inflation in our bodies caused by cytokines (a result of stress) (McEwen, 2003).
10. Stress is also responsible for altering our blood sugar levels, which can lead to fatigue, hyperglycaemia, mood swings, and metabolic syndrome (“How Does Stress Affect Us?”, 2016).
11. On a positive note, we can reduce our stress levels by laughing. Having a chuckle, lowers the stress hormones, including cortisol, epinephrine, and adrenaline. Laughing also strengthens our immune system by releasing positive hormones (Wallenstein, 2003).
12. More good news, especially for chocolate lovers—dark chocolate has been found to reduce stress hormones (Wallenstein, 2003).

13.6 UNKNOWN FACTS ABOUT STRESS

1. It can affect anyone

Millions of people see their doctors every year for mental health issues, and stress is a leading cause. The most common causes of stress are money, career and relationships. Working adults are affected most often, but anybody can suffer from stress, even children and animals!

2. A little stress is good for you

Stress is a natural reaction to a threatening situation and enables us to react quickly in the face of danger. It can also help to motivate us to make positive changes in our lives and get things done. However, when we are stressed regularly, both physical and emotional symptoms can start to occur.

3. Stress is controlled by your nervous system

When we are faced with danger, our central nervous systems switch into “fight or flight” mode. Our heart rates increase, blood vessels become narrower, and we become more mentally alert. These changes in our bodies prepare us for swift action, to either face the threat head on, or run away.

4. Stress affects everybody differently

Stress has many different symptoms and not everybody will experience it in the same way. Some people are more affected by emotional symptoms such as worry, restlessness and irritability, while others have more physical symptoms such as headaches, muscle tension or digestive issues.

5. Stress can keep you from sleeping at night

Stress is one of the leading causes of insomnia, making falling asleep difficult or causing you to wake during the night. This leads to tiredness and poor concentration the following day. Try to get a good night's sleep by doing something relaxing before bed — take a warm bath or read a book. Breathing exercises are a great way to help you unwind and get a good night's sleep.

6. Stress can be acute or chronic

Stress related to pressures in your daily life can be referred to as acute stress. This is normally short lived and can cause symptoms like muscle tension, headaches, digestive problems and insomnia. Chronic stress happens when you are living in a stressful situation for a long period. This can lead to depression and increase the risk of developing other health problems later in life.

7. Stress can impact mental performance

When you are stressed, your brain chemistry is affected. In addition to interfering with normal sleep patterns, stress can make you feel anxious, irritable or depressed. Stress is also responsible for reducing your ability to concentrate, make decisions and can even make you more forgetful. When you have a busy schedule, your mental performance suffers.

8. Stress can cause headaches

Stress leads to muscle tension which can lead to headaches. It also triggers the release of certain chemicals within your body which can lead to migraines for some. If you are a migraine sufferer, you may find that you get more migraines during stressful periods.

Reduce your risk of headaches by eating regularly, drinking plenty of fluids and try some of our favourite breathing exercises to keep calm throughout the day.

9. Stress causes muscular aches and tightness

When you are stressed, your muscles become more tense. This is a natural, defensive function to protect your body from possible injuries. However, when it is sustained over longer periods, this muscle tension can lead to tightness, knots and pain. Massage is one of the best ways to combat this as it provides relaxation on both a physical and emotional level.

10. Stress can be successfully managed

Luckily, there are plenty of ways to keep your stress levels down. Eating a healthy, balanced diet, taking regular exercise and using various relaxation techniques can all help to reduce stress and improve your physical and emotional well-being.

13.7 STEPS FOR STRESS MANAGEMENT

1. Understand your stress

How do you stress? It can be different for everybody. By understanding what stress looks like for you, you can be better prepared, and reach for your stress management toolbox when needed.

2. Identify your stress sources

What causes you to be stressed? Be it work, family, change or any of the other potential thousand triggers.

3. Learn to recognize stress signals

We all process stress differently so it's important to be aware of your individual stress symptoms. What are your internal alarm bells? Low tolerance, headaches, stomach pains or a combination from the above 'Symptoms of stress'

4. Recognize your stress strategies

What is your go-to tactic for calming down? These can be behaviours learned over years and sometimes aren't the healthy option. For example, some people cope with stress by self-medicating with alcohol or overeating.

5. Implement healthy stress management strategies

It's good to be mindful of any current unhealthy coping behaviours so you can switch them out for a healthy option. For example, if overeating is your current go to, you could practice meditation instead, or make a decision to phone a friend to chat through your situation. The American Psychological Association suggest that switching out one behaviour at a time is most effective in creating positive change.

6. Make self-care a priority

When we make time for ourselves, we put our well-being before others. This can feel selfish to start, but it is like the airplane analogy—we must put our own oxygen mask on before we can assist others. The simplest things that promote well-being, such as enough sleep, food, downtime, and exercise are often the ones overlooked.

7. Ask for support when needed

If you're feeling overwhelmed, reach out to a friend or family member you can talk to. Speaking with a healthcare professional can also reduce stress, and help us learn healthier coping strategies.

13.8 TIPS & TECHNIQUES FOR STRESS MANAGEMENT

The following tips and strategies can be helpful in protecting against and preventing distress:

1. Focus on the Aspects of the Situation That are Within Your Control

Distress is experienced when a person believes a stressor exceeds their abilities to cope, which is more likely to happen when people are focused on aspects of a situation that are beyond their control. Sometimes the only aspect of a situation that is within your control is the way you respond to it, but other times there are actionable steps that could help solve the problem or reduce the stress.

2. Find Meaning in Difficult and Stressful Situations

While it might be hard to find meaning in painful or difficult situations, people who do are more likely to experience stress rather than distress. Finding meaning within pain doesn't mean that a person is grateful for the experience, but it does demonstrate resourcefulness, resilience and optimism. Meaning could come in the form of an insight about yourself or your situation, increased clarity about what matters most, or feeling more confident in your ability to overcome adversity. Sometimes, meaning could come in the form of a new friendship, skill, or opportunity.

3. Identify Actionable Steps That can Improve the Situation or Prevent a bad Outcome

Distress is experienced when a person feels helpless and unable to do anything that could resolve the stress or prevent a bad outcome. While there are some situations where this is true, there are many more where there is at least one actionable step a person can take to promote the outcome they want. Doing something in the face of stress feels better than doing nothing. Even if your actions do not produce the desired outcome, you will probably feel better about yourself for making the effort.

4. Address Root Causes of Stress Within Your Life

Stress occurs because there is something within you or your life that is difficult, painful or taxing. The root cause of stress could be coming from something that is wrong, missing, or difficult in your life. This could be a relationship, a job, an obligation, or even a destructive habit you have developed. When the root cause of stress is coming from your life or your choices, a true solution will require you to confront this issue and actively work to change it, improve it, or distance yourself from it.

5. Practice Self-Compassion

Under stress, many people revert to self-criticism, blaming themselves for things they did or did not do in the past and setting unrealistic expectations for themselves in the future. While you might think that your inner critic helps to motivate you and improve your performance, research suggests the opposite. When compared to self-criticism, self-compassion has been proven to be more motivating, helpful, and more likely to lead to successful outcomes. Even better... not only do self-compassionate people fail less, they also are more likely to get back up and keep trying after they fail instead of giving up.

6. Use Mindfulness to Get Out of Your Head

Most people spend a lot of time in their head either ruminating about the past or worrying about the future. Because you cannot change the past or predict the future, these mental efforts are unproductive, and also provide food for the bad kind of stress. When you catch yourself in these mental thought loops, break free by focusing your full attention on something in the present. This could be your breath, your body, or your surroundings. Be patient with yourself as you begin this practice, and work to gently bring your attention back to the present each time it wanders back to the unhelpful thoughts and stories.

7. Use Relaxation Techniques to Help You Regulate Stress in the Moment

Certain relaxation techniques can interrupt the physiological stress response and promote relaxation. Deep breathing, progressive muscle relaxation and guided meditations are all helpful relaxation techniques. Yoga and Tai Chi are great options for people who find sitting practices difficult.

8. Increase Physical Activity to Create an Outlet for Stress

Physical exercise is a proven stress reliever and helps to rebalance hormones and chemicals released when the body's stress response is activated. Make physical exercise a priority, especially during times of high stress. Devoting time to exercise will help to sharpen your mind, calm your nerves and improve your performance, which will all be helpful during times of high stress.

Few Techniques for Stress Management:

1. Take a 10 minute walk. According to a few experts if you take a walk it will help reduce endorphins in the system that cause stress.
2. Practice mindfulness. Learning to focus on your breathing can help you reduce stress. If you are able to take a few minutes out of day and breath in silence this can greatly help you reduce your stress.
3. Create an exercise regimen. If you can spend some time of your day getting in a workout that you enjoy for about 45 this can also help reduce the amount of stress that you receive and help you manage it.

4. Write a reflection journal. Create a journal where you can write down your thoughts and process events that have happened to you. This can help you get a fresh prospective about the situations you are in.
5. Organize yourself. Set aside a few minutes a day to create a planner in order to get your thoughts straight and take in a chill pill to avoid the chaos that might be taking place around you currently.

13.9 CHECK YOUR PROGRESS

1. Using the lesson plan and at least one other resource from a book, magazine, or the Internet, write a summary of a strategy or strategies that you can use to help you manage stress. This summary should be at least 200-300 words long and should list the additional reference you used.
2. Make a two-week calendar of those activities or strategies that you will use each day to help you manage stress. At the end of the two-week period, write at least a 50-70 word summary of which strategies/activities helped you the most and why.

:: STRUCTURE::**14.0 Learning Objective****14.1 Introduction****14.2 Workplace Etiquette Don'ts and Do's****14.3 Tips and Techniques****14.4 Check your Progress**

14.0 THE LEARNING OBJECTIVE

- Learn workplace etiquette tips and how to conduct oneself at work.
- Recognize and understand written workplace rules and unspoken rules such as workplace etiquette and responsibility.
- Learn what behaviors are acceptable in the workplace.

14.1 INTRODUCTION

Work Etiquette is a code that governs the expectations of social behaviour in a workplace. This code is put in place to "respect and protect time, people, and processes." There is no universal agreement about a standard work etiquette, which may vary from one environment to another. Work etiquette includes a wide range of aspects such as body language, good behaviour, appropriate use of technology, etc. Part of office etiquette is working well with others and communicating effectively.

It's understandable to be nervous as you move into your first job after graduation or when you make a career change to a completely new company or industry. But, it's also important to remember that it's okay

to make mistakes; Nobody is perfect. As long as you're constantly growing and learning from those mistakes, and make an effort to stop making the same mistake in the future, your co-workers will notice.

14.2 WORKPLACE ETIQUETTE DON'TS AND DO'S



Workplace Etiquette: The Don'ts

There are certain actions and behaviours you just shouldn't bring with you into a professional workplace. Doing so can have major negative impacts on your career. But for many individuals, proper workplace etiquette does not come as intuitively as you might think. Below are some of the biggest don'ts of office life.

1. Don't "Reply All" to an email chain.

Understand the differences—and repercussions—between hitting "Reply" and "Reply All" when responding to an email. Carefully consider whether or not all of the parties who received the initial email need to be included in your reply. Additionally, by "replying all," you may find yourself embarrassed as your entire organization reads details that were only meant to be shared with one or two others.

When in doubt, always do your part to keep emails and other correspondences friendly and professional. As a general rule, treat your emails as a professional form of communication, and make sure that the

information you share is appropriate for the time, place, and people involved.

2. Don't have personal conversations at your desk.

If you must have a private or personal phone conversation when you're at work, try not to have the conversation at your desk where others can hear you. Many workplaces have conference rooms that you can use for phone calls; otherwise, it might be a good idea to step outside.

Having a personal conversation at your desk can be distracting to the co-workers near you, and may open you up to gossip about being someone who "can't leave their personal life at home"—which isn't good for your professional image.

3. Don't bring your emotions into the office.

It's best to leave your personal emotions at the door when you get to work. Your desk neighbour doesn't want to hear your sob story from over the weekend. If you truly can't focus on your work because something has happened, it's probably a better idea to take some personal time to process your emotions. Or, if something in the workplace is bothering you, reach out to the human resources department or your supervisor to resolve the issue so it doesn't interfere with your work.

4. Don't be afraid to ask questions.

Asking questions—no matter how silly they may seem—will help you clarify expectations and avoid erroneously completing an entire project only to realize you did it all wrong. There's little worse than overconfidence—especially if it isn't actually backed up by experience or skill.

So go ahead and ask your questions, and be sure to truly listen to the answer.

5. Don't gossip about fellow co-workers...or your boss.

Gossiping is one of the cardinal sins of office work: Just don't do it. Whether you're tempted to gossip about your boss, co-worker, or the company as a whole, you're not hurting anyone but yourself when you do.

Gossiping can portray you as someone who can't be trusted or someone who isn't a team player, which won't help you reach your professional goals. It can also be duly harmful if it gets back to the target of the gossip.

6. Don't use emojis or multiple exclamation points (if any) in work emails.

Disclaimer: This bit of advice will depend on the specifics of your workplace. Some workplaces may embrace emojis and relaxed conversation; others may expect a level of formality at all times. Regardless, be cognizant and intentional when crafting your communications. Work emails don't need to be all serious all the time, but you'll want to maintain a sense of professionalism so that others see you as the competent expert that you are.

When in doubt, always communicate professionally in your workplace emails, regardless of how relaxed your superiors might seem. After

you've spent some time on the job, you'll have a better idea of what is deemed appropriate in your workplace.

7. Don't talk back to your boss.

This bit of advice should probably go without saying, but it's an important one nonetheless. Even if there isn't much of an age difference between you and your boss, you should never talk back to them. Always show your boss respect, and do your part to not be sarcastic or glib.

This is not to say you can't disagree with them about aspects of the job, a project, or the company's strategy. You should always feel free to share thoughts or concerns if you've got them. But the way that you do this matters.

Hopefully, you will have the chance to climb the career ladder someday. You will want to have your boss in your corner to help you get there.

8. Don't forget that at work socials, you're still at work.

Company outings can be a great chance to socialize with your co-workers and get to know them outside of their 9 to 5 personas. But it's important not to forget that, while you should be yourself, you're still among office mates who you'll be working side-by-side with tomorrow. Be especially careful not to overdo it if alcohol is being served. Everyone will know why you "called in sick" the next day.

9. Don't be nervous, but also don't overstep your boundaries.

In the workplace, you'll often find yourself walking a fine line in how you present yourself. You want to be respectful, but you don't want to come across as being stuffy; you want to appear confident, but you don't want to overstep your bounds; you want to express your opinions, but you need to keep them G-rated.

Learning the balance will take trial and error on your part, but it's an important balance to learn.

10. Don't forget an umbrella.

This one might sound silly, but it's important to be prepared for all of life's annoyances, even at work. Sitting in wet clothes all day is not fun. Walking around with a coffee-stained shirt because your coffee lid popped off is not fun. Talking to someone with spinach stuck between your teeth from lunch is not fun.

Keeping an umbrella, spare pair of shoes, dental floss, and even a change of shirt in your desk (or the trunk of your car) for emergencies can be smart.

Workplace Etiquette: The Dos

1. Do arrive early.

There's some common advice often given to new workers: You want to be in the office before your boss, and stay until after he or she leaves. You will be remembered for answering your phone at 8:01 a.m. in a world where tardiness is common (especially in major cities, where traffic can cause all kinds of headaches). Conversely, you will also be noticed if you consistently show up 15 minutes after everyone else—just not in the way you want.

2. Do network with people outside of your cubicle.

Of course, it's important that you complete your work on time and up to standard. But it's also important to remember that a perk of having a job at a company you appreciate is meeting other people with similar interests who can share advice from their past experiences that you can use on the job.

That's why it's important to take networking opportunities seriously, especially when you're first starting on the job. Grabbing coffee or lunch with your co-workers, attending happy hour or other company functions, and simply making yourself available can go very far.

3. Do be willing to help out a co-worker.

If one of your co-workers asks you for help in completing a task, you should generally say yes—as long as you feel that you can realistically help them while also hitting your own deadlines. This is an opportunity to stand out and demonstrate your own knowledge and skills. It's also an opportunity to make a friend and bring someone into your corner for the future; you never know when that might come in handy.

4. Do bring in goodies.

Who doesn't love to eat? If you have free time one night, baking cookies, brownies, or some other treats can be a really nice gesture for your co-workers—especially if you're celebrating a big win or going through a stressful period.

If you do choose to bring in treats, though, it's important to understand ahead of time whether any of your co-workers have allergies or dietary restrictions like gluten insensitivity. Bringing something in that everyone can enjoy will only make the gesture that much more meaningful.

5. Do create a proper personal email address.

It isn't uncommon to need to communicate with your co-workers after hours or on the weekend. While many organizations allow employees to log into work email remotely, some do not. It's important in these cases that you have a professional email address in the event you need to send an email to a co-worker or your boss. "Foxychick123" isn't going to send the same impression as "first name last name".

6. Do jump at the chance to complete a new task.

If your boss, superior, or co-workers ask you to work on a task that you've never worked on in the past, it's natural to feel nervous. But, that's no reason to decline the work. Accepting new projects expands your skillset and can lead to exciting opportunities down the line.

You were likely chosen because they have confidence in your abilities. Just make sure to ask questions, seek advice, and make sure you're on the right track before getting too bogged down in the task.

7. Do be flexible.

Sometimes, you're going to be tapped for a project or initiative that requires you to be flexible. You might be asked to work earlier or later hours than usual; you might be asked to perform duties or tasks that you don't necessarily want to perform, or that you weren't hired to do. There

may come a day when you are asked to work a holiday—either to cover someone else’s shift or to usher a project through to completion.

While it’s never fun to work a holiday, a weekend, or to do “someone else’s job,” being willing to roll with the punches demonstrates that you value the company and take your role seriously, which will only help you in the long run.

8. Do dress appropriately for the office.

What constitutes appropriate will depend on the particular culture of your workplace. But it’s always a good idea to dress to impress, especially when you’re first starting a new role at a company. Even if you don’t have a formal dress code, save the crop tops, flip-flops, and see-through shirts for the weekend—no one will take you seriously if you don’t.

9. Do make sure your earbuds are plugged in securely to your computer.

Have you ever made the mistake of listening to music or a video on your laptop while in public, only to realize that your earbuds weren’t plugged in and that everyone around you could hear? Talk about embarrassing.

It’s only more embarrassing in the workplace. Your co-workers don’t want to hear lyrics streaming from your 2 Chainz Pandora station.

10. Do be open-minded.

Whether you’re taking on new work, building relationships, or advancing in your career, you should do your best to remain open-minded. Nothing is known for certain, and being flexible and open to change will only help you in the long-run.

And finally...

11. Do wear a smile.

Having a positive attitude about being at work will affect your job performance significantly. Appearing happy, friendly, and approachable at work can do wonders for your career. Never underestimate the power of a smile!

14.3 TIPS AND TECHNIQUES

Making Positive Impressions

How you present yourself to others in the business world speaks volumes. People often form first impressions about others within seconds of first meeting them therefore it is crucial to ensure you are properly prepared to present yourself as a professional. Here are some important tips towards making a good impression.

- Stand straight, make eye contact, turn towards people when they are speaking, and genuinely smile at people.
- Follow your office dress code, perhaps dressing a step above the norm for your office.
- Your briefcase or bag and the things you carry in them say something about you. Messy items may detract from the image you would like to present.
- When meeting someone for the first time, be sure to shake hands palm to palm with a gentle firmness.

- Be alert. Sleepiness looks bad in the workplace.
- Kindness and courtesy count!
- Arrive early to work each day.

Interacting and Dealing with People

How you treat people says a lot about you.

- Learn names and learn them quickly. A good tip for remembering names is to use a person's name three times within your first conversation with them. Also, write names down and keep business cards. People know when you don't know their names and may interpret this as a sign that you don't value them.
- Don't make value judgments on people's importance in the workplace. Talk to the maintenance staff members and to the people who perform many of the administrative support functions. These people deserve your respect!
- Self-assess: Think about how you treat your supervisor(s), peers, and subordinates. Would the differences in the relationships, if seen by others, cast you in an unfavourable light? If so, find where the imbalance exists, and start the process of reworking the relationship dynamic.
- What you share with others about your personal life is your choice, but be careful. Things can come back to haunt you. Don't ask others to share their personal lives with you. This makes many people uncomfortable in the work space.
- Respect people's personal space. This may be very different than your own.

The art of Communication

It's sometimes not what you say, but how you say it that counts!

- Return phone calls and emails within 24 hours — even if only to say that you will provide requested information at a later date.
- Ask before putting someone on speakerphone.
- Personalize your voice mail — there's nothing worse than just hearing a phone number on someone's voice mail and not knowing if you are leaving a message with the correct person. People may not even leave messages.
- Emails at work should be grammatically correct and free of spelling errors. They should not be treated like personal email.
- When emailing, use the subject box, and make sure it directly relates to what you are writing. This ensures ease in finding it later and a potentially faster response.
- Never say in an email anything you wouldn't say to someone's face.
- Underlining, italicizing, bolding, colouring, and changing font size can make a mild email message seem overly strong or aggressive.

Meeting Etiquette

This can easily be the most intimidating part of starting a new job. The environment of a meeting requires some careful navigation to maintain your professional image, whether the meetings are one-on-one, with several colleagues or with external clients.

- For a meeting in someone's office, don't arrive more than five minutes early, as they may be prepping for your meeting, another meeting later that day, or trying to get other work done. You may make them uncomfortable, and that is not a good way to begin your meeting.
- Don't arrive late...ever. If you are going to be late, try to let someone know so that people are not sitting around waiting for you. Don't forget that being on time for a meeting means arriving 5 minutes early — for an interview, arrive 10 minutes early.
- When a meeting runs late and you need to be somewhere else, always be prepared to explain where you need to be (understanding that the value of where you need to be will likely be judged).
- Do not interrupt people. This is a bad habit to start and a tough one to end.
- There is a time and place for confrontation, and a meeting is almost never that place. You will embarrass and anger other people, and you will look bad for doing it. Give people time and space outside of meetings to reflect on issues that need to be dealt with.

Work Space Management

You may spend more waking hours in work spaces than in your home space so:

- Keep the space professional and neat with appropriate personal touches! People will see the space and consider it a reflection of you.
- Whether it is a cubicle or office, respect others' space. Don't just walk in; knock or make your presence gently known. Don't assume acknowledgement of your presence is an invitation to sit down; wait until you are invited to do so.
- Don't interrupt people on the phone, and don't try to communicate with them verbally or with sign language. You could damage an important phone call.
- Limit personal calls, especially if you work in a space that lacks a door.
- Learn when and where it is appropriate to use your cell phone in your office.
- Food consumption should generally be regulated. Smells and noise from food can be distracting to others trying to work.

International Business Etiquette

As the global market grows, the need to understand multiple international standards of business etiquette grows. Research the country you will be working in or visiting; note the proper etiquette, culture and customs for that country. There are, however, a few key things to keep in mind when conducting business internationally:

- Knowing the language makes an excellent impression on the people you are doing business with. Barely knowing the language, but feigning fluency, could really harm the work you are trying to accomplish.
- Be mindful of time zones. You don't want to wake someone up on their cell phone or call someone with an unreasonable deadline or concern at an awkward time of day for them.
- As there is no standard global work day, you should keep in mind that work hours vary from country to country. This is important when scheduling meetings or conference calls.

- Know the holidays that will be observed, and be respectful of the time surrounding the holidays, as people may be less available.
- Meals can be extremely crucial in making a positive international business etiquette impression. The customs that are followed when dining are often very important, and mistakes in this area could be costly. Knowing the etiquette well in advance should allow you to relax and enjoy what could be an amazing new experience!

14.4 CHECK YOUR PROGRESS

Research Workplace and Job Etiquette

Research basic workplace etiquette and any etiquette specific to your desired job(s) by using an online search engine, asking a Career Connect mentor, and/or inquiring of any personal contacts.

યુનિવર્સિટી ગીત

સ્વાધ્યાય: પરમં તપ:

સ્વાધ્યાય: પરમં તપ:

સ્વાધ્યાય: પરમં તપ:

શિક્ષણ, સંસ્કૃતિ, સદ્ભાવ, દિવ્યબોધનું ધામ,
ડૉ. બાબાસાહેબ આંબેડકર ઓપન યુનિવર્સિટી નામ;
સૌને સૌની પાંખ મળે ને સૌને સૌનું આભ,
દશે દિશામાં સ્મિત વહે, હો દશે દિશે શુભ-લાભ.

અભણ રહી અજ્ઞાનના શાને, અંધકારને પીવો ?
કહે બુદ્ધ આંબેડકર કહે, તું થા તારો દીવો;
શારદીય અજવાળાં પહોંચ્યાં ગુર્જર ગામે ગામ
ધ્રુવતારકની જેમ ઝળહળે એકલવ્યની શાન.

સરસ્વતીના મયૂર તમારે ફળિયે આવી ગહેકે
અંધકારને હડસેલીને ઉજાસનાં ફૂલ મહેંકે;
બંધન નહીં કો' સ્થાન સમયનાં જવું ન ઘરથી દૂર,
ઘર આવી મા હરે શારદા દૈન્યતિમિરનાં પૂર.

સંસ્કારોની સુગંધ મહેંકે, મન મંદિરને ધામે
સુખની ટપાલ પહોંચે સૌને પોતાને સરનામે;
સમાજ કેરે દરિયે હાંકી શિક્ષણ કેરું વહાણ,
આવો કરીએ આપણ સૌ
ભવ્ય રાષ્ટ્રનિર્માણ...
દિવ્ય રાષ્ટ્રનિર્માણ...
ભવ્ય રાષ્ટ્રનિર્માણ

