SCHOOL OF SCIENCE AND HUMANITIES

DEPARTMENT OF ENGLISH

SOFT SKILLS – SHS5020

Course Objectives:

To develop the business and professional communication effectively and to hone both speaking and listening skills,
To apply different types of presentation skills,\
To enhance interpersonal communication skills and develop self-confidence.

UNIT: 1: Communication Skills (9 Hrs)
Verbal Communication – Self Motivation - Positive Mental Attitude- Non-Verbal Communication – Body Language -Writing - Storytelling - Visual Communication - Humor - Quick-wittedness - Listening - Presentation Skills - Public Speaking - Interviewing.

UNIT: 2 Presentation Skills & Leadership (9 Hrs)
Team Building -Strategic Planning -Mentoring -Delegation –Dispute solution -Giving Feedback Managing Difficult Conversations- Decision Making -Performance Management -Supervising - Telephone Etiquettes-Managing Remote Teams and Virtual Teams-Crisis Management- Public Speaking.

UNIT: 3 Influencing Interpersonal Skills (9 Hrs)
Facilitation - Selling - Inspiring - Persuasion - Negotiation - Motivating –Collaborating - Networking Skills- Interpersonal Relationships - Dealing with Difficult People -Conflict Resolution - Personal Branding - Office Politics.

UNIT: 4 Personal Skills (9 Hrs)
Innovation Skills - Emotional Intelligence -Self Awareness -Emotion Management -Stress Management –Tolerance of Change and Uncertainty -Taking Criticism -Self Confidence - Adaptability & Resilience -Assertiveness - Competitiveness –Self Assessment –Work/Life Balance -Friendliness -Enthusiasm –Empathy.

UNIT: 5 Professional Skills & Creativity (9 Hrs)
Problem Solving -Critical Thinking - Innovation -Troubleshooting –Organizational Planning - Scheduling - Time management-Technology Savvy - Trend Awareness- Research -Business Etiquettes- Intercultural Competence - Train the Trainer –Process Improvement - Knowledge Management

Learning Outcomes:
Upon successful completion of this course, students will be able to:
Enable learners to develop their communicative competence.
Facilitate them to hone their soft skills.
Equip them with employability skills to enhance their prospect of placements
Take international examination such as IELTS and TOEFL
Make presentations and Participate in Group Discussions.
Successfully answer questions in interviews
Leads to operational excellence and an improvement in the use of English in the workplace.
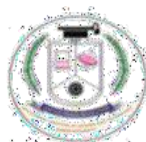
SOFT SKILLS – SHS5020 – UNIT I

UNIT I

COMMUNICATION SKILLS

Verbal Communication

Definition. Verbal communication refers to the production of spoken language to send an intentional message to a listener.

Verbal communication is the use of sounds and words to express yourself, especially in contrast to using gestures or mannerisms (non-verbal communication). An example of verbal communication is saying "No" when someone asks you to do something you don't want todo.

Four Types of Verbal Communication. Verbal communication include sounds, words, language, and speech. Speaking is an effective way of communicating and helps in expressing our emotions in words.

Verbal communication is about language, both written and spoken. In general, verbal communication refers to our use of words while nonverbal communication refersto communication that occurs through means other than words, such as body language, gestures, and silence.

Excellent verbal communication is a key to maintaining successful business relationships. Effective communication causes productivity to increase, errors to decrease and operations to run smoother Receiving the right and updated information from their superiors boost their confidence and productivity.

Examples of Verbal Communication Skills

- Advising others regarding an appropriate course of action.
- Assertiveness.
- Conveying feedback in a constructive manner emphasizing specific, changeable behaviors.
- Disciplining employees in a direct and respectful manner.
- Giving credit to others.
- Recognizing and countering objections.

Verbal Communication Skills in the Workplace

What constitutes effective verbal communication on the job depends on the relationships between communication partners and the work context:

- Verbal communication in a work setting takes place between many different individuals and groups such as co-workers, bosses and subordinates, employees,customers, clients, teachers and students, and speakers and their audiences.
- Verbal communication occurs in many different contexts including training sessions, presentations, group meetings, performance appraisals, one-on-one discussions, interviews, disciplinary sessions, sales pitches, and consulting engagements.

Tips to Improve Your Verbal Communications

- Even if you are a shy introvert who prefers to work independently, there are ways to improve your verbal communication skills so that you can more easily cultivate rapport with others.
- Practice makes perfect, and so take the time to actively practice these communications skills for workplace success: active listening, clarity and conciseness, confidence, empathy, friendliness, open-mindedness, giving and soliciting feedback, confidence, respectfulness, and non-verbal (body language, tone of voice, eye contact) communication.

Self-Motivation

- Self-motivation is the ability to drive oneself to take initiative and action to pursue goals and complete tasks. It's an inner drive to take action — to create and to achieve. It's what pushes you to keep going on tasks, especially those you're pursuing because you want to, not because someone told you to.
- Self-motivation is, in its simplest form, the force that drives you to do things.
- The topic of self-motivation, however, is far from simple. People can be motivated by many things, both internal and external, such as the desire to do something, love of someone, or need for money. Usually, motivation is a result of several factors.

The ability to motivate yourself is an important skill. Self-motivation drives people to keep going even in the face of set-backs, to take up opportunities, and to show commitment to what they want to achieve.

How to think positive thoughts

1. Focus on the good things. Challenging situations and obstacles are a part of life. ...
2. Practice gratitude. ...
3. Keep a gratitude journal.
4. Open yourself up to humor. ...
5. Spend time with positive people. ...
6. Practice positive self-talk. ...
7. Identify your areas of negativity. ...
8. Start every day on a positive note.

Importance of positive attitude : Having a positive mental attitude is one of the most important things to develop in life. More energy, better health, a greater chance at success, and an overall happier life all show just how important having the right attitude is. Your attitude in life determines a lot more than you would believe.

People develop positive work attitudes as a result of their personality, fit with their environment, stress levels they experience, relationships they develop, perceived fairness of their pay, company policies, interpersonal treatment, whether their psychological contract is violated, and the presence of policies ...

Non-Verbal Communication

What is nonverbal communication?

Nonverbal communication is the transfer of information through the use of body language including eye contact, facial expressions, gestures and more. For example, smiling when you meet someone conveys friendliness, acceptance and openness. Everyone uses nonverbal communication all the time whether they know it or not. Nonverbal communication is dependent on seeing and analyzing physical movements as opposed to verbal communication, or the use of language to transfer information through written text, speaking or sign language.

Why is nonverbal communication important?

Nonverbal communication is important because it gives us valuable information about a situation including how a person might be feeling, how someone receives information and how to approach a person or group of people. Paying attention to and developing the abilityto read nonverbal communications is an invaluable skill you can leverage at every stage of your career.

There are several ways nonverbal communication can support your ability to communicate effectively in the workplace, including:

- **Supports your message.** When having a conversation, participating in a meeting or engaging in conversation, nonverbal cues can emphasize and underscore the content of your message. For example, using hand gestures to indicate the importance of an idea may tell your listeners to pay attention to and remember a key point.
- **Communicates messages.** You may also use nonverbal communication completely to communicate with others. For example, if someone is explaining a sentiment you admire and agree with, you might nod your head up and down to express solidarity.
- **Communicates intention.** Your body language may also intentionally or unintentionally express your current condition. For example, people may pick up nonverbal cues that you are being dishonest, unengaged, excited or aggressive.
- **Conveys feelings.** You can also use nonverbal communication to show your feelings, such as disappointment, relief, happiness, contentment and more.
- **Offers support.** Nonverbal cues are also a great way to show support. Whether it's a simple smile or pat on the back, action may speak louder than words in many cases.
- **Showcases your personality.** Nonverbal communication is a great way to show who you are. For example, a kind and optimistic person might frequently smile with open body language and offer friendly touches.

- **Indicates a desired action.** This might include inching toward a door to indicate your desire to leave the room, raising your hand to offer an idea or putting your hand out to meet someone new.
- **Deescalates tension.** Using a calm tone of voice, open body language, and directive gestures may help to resolve a difficult situation.

Types of nonverbal communication

There are several types of nonverbal communications you should be aware of, including:

1. Body language

Body language is the way someone situates their body naturally depending on the situation, the environment and how they are feeling.

Example: *Someone might cross their arms if they are feeling angry or nervous.*

2. Movement

The way you move your arms and legs such as walking quickly or slowly, standing, sitting or fidgeting, can all convey different messages to onlookers.

Example: *Sitting still and paying attention in a meeting conveys respect and attention.*

3. Posture

The way you sit or stand can also communicate your comfort level, professionalism and general disposition towards a person or conversation.

Example: *Someone might slouch their shoulders if they feel tired, frustrated or disappointed.*

4. Gestures

While gestures vary widely across communities, they are generally used both intentionally and unintentionally to convey information to others.

Example: *Someone in the United States might display a "thumbs up" to communicate confirmation or that they feel positively about something.*

5. Space

Creating or closing distance between yourself and the people around you can also convey messages about your comfort level, the importance of the conversation, your desire to support or connect with others and more.

Example: *You might stand two to three feet away from a new contact to respect their boundaries.*

6. Paralanguage:

Paralanguage includes the non-language elements of speech, such as your talking speed, pitch, intonation, volume and more.

Example: *You might speak quickly if you are excited about something.*

7. Facial expressions

One of the most common forms of nonverbal communication is facial expressions. Using the eyebrows, mouth, eyes and facial muscles to convey can be very effective when communicating both emotion and information.

Example: *Someone might raise their eyebrows and open their eyes widely if they feel surprised.*

8. Eye contact

Strategically using eye content (or lack of eye contact) is an extremely effective way to communicate your attention and interest.

Example: *Looking away from someone and at the ground or your phone may convey disinterest or disrespect.*

9. Touch

Some people also use touch as a form of communication. Most commonly, it is used to communicate support or comfort. This form of communication should be used sparingly and only when you know the receiving party is okay with it. It should never be used to convey anger, frustration or any other negative emotions.

Example: *Placing your hand on a friend's shoulder may convey support or empathy.*

Nonverbal communication skills and examples

There are several common skills that make you a valuable colleague, leader and teammate. These skills are also highly desired by employers you may interview with that fall into four main categories:

- **Paying attention.** While it seems simple, the ability to stay engaged is an essential skill that can help you learn quickly and communicate effectively.

- **Picking up on nonverbal cues.** It becomes easier to pick up on both small and obvious, intentional and unintentional nonverbal communication when you practice. Pay attention to people's posture, movements, body language, facial expressions and eye contact as they change.

- Interpreting nonverbal cues. Once you can more easily and accurately spot nonverbal cues, you can learn to interpret them to be a better communicator.

  For example, if you notice that someone is speaking quietly with slouched shoulders or crossed arms, it may be a cue that they feel nervous or anxious. You can respond empathetically by smiling and holding a warm and open body posture.

- **Using nonverbal cues.** It is equally important to develop your own use of nonverbal cues to support your professional skills and to control any unproductive or unprofessional communications in the workplace. More on improving your nonverbal communication skills below.

How to read body language

Reading body language is a difficult skill you will continue to develop throughout your career. While each person uses nonverbal communication differently, there are several common cues to pay attention to that will inform you about a person's feelings, intentions, motivations and more. When you are communicating with someone, it's helpful to notice their body language while also taking in their verbal communication.

Here are a few uses of body language you can begin to look for:

1. Posture

If a person has their shoulders back and spine straight, this is a sign that they are engaged, listening and open to the ideas or information you are presenting. If they are exhibiting poor posture with their shoulders slouched or raised and spine bent, they might be nervous,anxious or angry.

2. Use of arms

If a person has their arms down to their side, on the table or arranged in some other open way, this is a sign that they feel positive and ready to absorb information. If their arms are crossed or closed, they might be experiencing some sort of negative emotion.

3. Use of legs

If a person has both feet placed flat on the ground, this is a sign that they feel ready and open to hear your ideas. If their legs are crossed or arranged in some other closed formation, they might be feeling irritated or stressed.

4. Use of facial expressions

If you are communicating with someone who is frowning, has a furrowed brow or tight lips, you might pause to ensure they don't feel confused, angry or some other negative emotion. If you are communicating with someone who has a soft smile, relaxed facial muscles or gently raised eyebrows, this is a sign that they feel good about the information you are presenting.

Be sensitive when responding to nonverbal communications. Many people may be unaware of their body language and might be embarrassed if you bring it up. If you sense someone might be angry, anxious or confused during your communications, take a moment to considerthe best course of action based on the individual.

If you feel it would be beneficial to ask how they are feeling in the moment, gently address them with something like:

"I sense you might be feeling overwhelmed with my presentation. Is there something I can take time to explain, or an idea you'd like to give feedback on?"

OR

"Is this is a good time to talk about our new process? If not, I'm happy to find a better time we can chat."

If you are in a meeting with several people, it might be a better idea to address them afterwards in a one-on-one setting.

How to improve nonverbal communication

If you'd like to improve the use of your own nonverbal communication, there are a few steps you can take:

1. Do a body language test

Pay close attention to the ways you use body language over a business week. Notice your body language, facial expressions and posture in meetings, during casual exchanges and in presentations. See how others respond to your natural nonverbal communications.

2. Notice how your emotions feel physically

Emotions are not purely felt in the mind; they affect us physically, too. Throughout the day, as you experience a range of emotions (anything from energized, bored, happy or frustrated), try to identify where you feel that emotion within your body.

For example, if you're feeling anxious, you might notice that your stomach feels tight. Developing the self-awareness of how your emotions affect your body can give you greater mastery over your external presentation.

3. Be intentional about your nonverbal communications

Be attentive when trying to communicate with others using facial expressions or bodylanguage. Make an effort to display positive body language when you feel alert, open and positive about your surroundings.

You can also use body language to support your verbal communication if you feel confused or anxious about information, like using a furrowed brow. Use body language alongside

verbal communication such as asking follow-up questions or pulling the presenter aside to give feedback.

4. Mimic nonverbal communications you find effective

If you witness certain facial expressions or body language you find beneficial to a certain setting, use it as a guide when improving your own nonverbal communications. For example, if you see that when someone nods their head it communicates approval and positive feedback efficiently, use it in your next meeting when you have the same feelings.

5. Nonverbal communication is an essential part of having excellent communication skills

Take time to understand the body language and facial expressions of others you work with, as well as to develop the ways you use nonverbal communications

Using nonverbal communication in an interview

Nonverbal communication is an essential part of the interview. It is important both to read and interpret the nonverbal cues of your interviewers and to respond with appropriate body language throughout. Here are a few tips for using nonverbal communication in your next interview:

- Stand up when your interviewer enters the room and greet them with a reasonably confident handshake.
- Smile when greeting your interviewer and naturally throughout your interview.
- Sit with your shoulders back and chin up to convey confidence.
- Place both feet on the ground or crossed at the ankles and lay your hands on top of one another on the table to express openness and friendliness.
- Use gestures naturally without being distracting.
- Speak with a reasonable, confident tone so your interviewers can easily and clearly understand you without being too loud.
- Use natural, conversational intonation without going up or down too unnaturally.
- What is storytelling explain?
- **Storytelling** is about telling stories. It is about using stories to engage your audience, or to make something more clear. Photos, pictures and film of course really help to tell a good story too. Stories have always been a way to communicate. Before people learned how to write, they would tell each other stories.12-Feb-2020
- What is the purpose of storytelling?
- Telling **stories** gives us a sense of culture, history, and personal identity. **Storytelling** passes on personal, hi-stoical, or cultural events or experiencesso they transcend to shared experiences. **Storytelling** alters individuals,changing them into families, groups, communities, and even nations.
- As Patrick said, before his team takes on a project, they make sure they have a firm understanding of what they call the **Four P's**: People, Place, Plot, and Purpose
- Why are stories so powerful?
- Telling **stories** is one of the most **powerful** means that leaders have to influence, teach, and inspire. What makes storytelling **so** effective for learning? For starters,storytelling forges connections among people, and between people and ideas. **Stories** convey the culture, history, and values that unite people.20-Dec-2017

- By **definition**, **visual communication** is the practice of graphically representing information to efficiently, effectively create **meaning**. ... Examples of where **visual communication** can be used include conferences and trade shows, websites, social media posts, office presentations and meetings, and so much more.

Visual Communications

Some common types of visual communications in the workplace include:

- Infographics.
- Process Diagrams.
- Flow Charts.
- Roadmaps.
- Charts and Graphs.
- **Visual** Reports.
- Presentations.
- Mind Maps.
  - What is the purpose of visual communication?
  - Visual communication is a way to communicate ideas graphically in ways that are efficient and help to convey more meaning. It's a critical element of any content marketing strategy. This is because visuals can help to evoke emotions inyour **audience**, provide stronger **examples** for your message and so much more.
  - What are the 3 main types of communication?
  - The **three primary** means of **communication** are verbal, nonverbal, and visual. Verbal **communication** depends on words to deliver meaning. It is further subdividedinto written **communication** and oral **communication**.
  - Is quick wittedness a word?
  - adj. Mentally alert and **sharp**; keen. See Synonyms at intelligent. **quick′**-wit′ted·ly adv.

Humor

Humor as a professional skill is the ability to use humor to achieve desired business outcomes.

You probably use humor in relaxed situations such as with friends and family. Extending this personal skill to professional situations takes bravery.

Humor is fraught with drawbacks & pitfalls. Many professionals play it safe and play down their funny side.

If you decide to use humor at work, it can pay dividends.

Potential Drawbacks & Pitfalls

Humor has a dangerous edge. There are several things that can go wrong in professional situations:

- **Humor that bombs**
  Even professional comedians experience a failed joke or two on a regular basis. This isn't a major concern.

- **Self deprecating humor**
  Self deprecating humor can be funny. It can also help to show that you're not arrogant — that you can laugh at yourself. The problem with self deprecating humor is that some people may take you seriously. This can be a cultural thing. For example, self deprecating humor is far more common in the United Kingdom than in the United States.

- **Inappropriate jokes**
  Most professionals intend to keep jokes appropriate. However, this is always an area of interpretation.

- **Bad timing**
  Humor can be interpreted as unprofessional if your timing is off. For example, if you appear to be making light of a critical situation.

Benefits of Humor

Humans aren't business processing robots.

Business is a human activity that reflects the human mind. Most of us are greatly influenced by humor. It has the power to transform our emotions and change our thinking.

There are numerous business applications of a little humor:

- **Building Rapport**
  People like funny people.

- **Conflict Resolution**
  Disarm stressful situations.

- **Stress Management**
  The ability to make light of stressful situations can reduce stress.

- **Public Speaking**
  Humor is considered a key element of effective public speaking.

- **Negotiation**
  Any situations that are likely to be intense can benefit from a little humor.

Quick Wittedness

In any conversation, if two people are communicating one of them is thinking and replying and other person is replying spontaneously, smartly, cleverly, in a funny way and without taking much time is called quick-wittedness.

If a person has ability to reply in a clever or funny way without thinking for a longer time then that can also be considered as quick-wittedness.

Essentials for Quick-Wittedness:
- Intelligent, mentally keen, clever.
- Able to reply in a funny way.
- Spontaneous reply.
- Communicate in a smarter way.
- Inspire others while communicate.
- Attracts others to communicate.
- Good memory power.
- Provides solutions to the problems.
- Consume less time.
- Have more potential to communicate

Tips for becoming Quick-Wittedness:
- **Timing is very crucial:**You have to come up with a response as quickly as possible.
- **Must be a good listener:**Before replying/answering must listen the conversation keenly & then reply in a spontaneous way.
- **Try not being negative:**Always come up with a positive reply, if reply is in a negative manner, critics would be more for your conversation.
- **Position & Witty comments:**By replying back with positive & witty comments, you can gain the trust of the people.
- **Try to have Eye to Eye contact:**Through which people understands you better and could feel comfortable while communicating.
- **Tone of your comments:**It's not always the content of your remarks that will make an impression, but the tone in which you make comeback or else it will be messed up.

Presentation skills

Presentation skills are the skills you need in delivering effective andengaging presentations to a variety of audiences. These skills cover a variety of areas such as the structure of your presentation, the design of your slides, the tone of your voiceand the body language you convey

Have a clear message or focus

- Who is your audience? Jot down a few key details about them, like what they might already know about your topic and any context or jargon they need explained.
- What is the main message you want the audience to walk away with? Try and do this in one sentence. This will help you keep your content on track as you put together your presentation: people will only be able to remember a fraction of what you say, so you want your message to be clear and focused.
- Develop your topic in a clear and organized way. With the purpose and message in mind, create a structure or roadmap. Not all presentations need to be told chronologically. Other structures include: set-up, conflict, resolution; ideal, reality, problem, and solution; or character, struggle, goal.

Introduce the topic and give an overview or agenda

- Tell them what you're going to tell them. They will understand and enjoy the presentation more when they know what is to come. A rambling speech with no clear organization puts your audience to sleep.

Develop your points with examples

- By giving real examples, your content will be easier for your audience to understand.

Be reliable

Do your research and cite your sources. If you share facts or details, ensure that your sources are accurate. Nothing weakens your credibility more than misstating information for your audience.

Close the loop

- Much like a written paper, your conclusion should connect back to your introduction
- Highlight your key points and consider your message or 'take away' that you want your audience to leave with
- If your presentation has moved slowly, condense but don't eliminate the conclusion. Your presentation may appear to lack direction if you don't offer closure for your audience.
- Be prepared for questions. A friend or colleague may help you anticipate these when you practice.

Be compelling

- What the hook? Capture your audience's attention immediately with a quote, statistic, anecdote, controversial question or quotation that relates to the topic and message
- Consider how your audience can engage and interact with the concepts in your presentation. Discussion questions, brainstorms, small group topics, simulations, case studies, or demonstrations are just a few ways to involve your audience if time permits.

Use carefully chosen visual aids

- Visuals help tell the story, but make sure they're simple and creative.
- People remember 20% of what they hear, 30% of what they see, and 50% of what they both see AND hear.

Use text sparingly on slides

- Slides are not your speaking notes
- Don't make people multitask - it's difficult to both read and listen at the same time.
- Font size should be large enough to be read at the back of the room
- Consider high contrast colours that will look good on the screenVisuals should be relevant to the content – they help to tie the words together

PRO TIPS

- Dress neatly. Pick something you feel good in
- Smile a little
- Remember to breathe
- Make eye contact with people in the room
- Pay attention to your body language
- Watch for mannerisms – ie. don't fiddle with a pen
- Take a breath instead of saying filler words like 'um', 'like', etc.
- Pause before and after important ideas
- Be aware of your audience and select language that they will all understand
- If something unexpected happens, go with it - only you know how it was supposed to go

Practice.Everyone experiences some nervousness when presenting, but practicing gives you confidence.

- Practice your presentation out loud a few times until you're comfortable with the content
- You should only need a few notes on cue cards to keep you on track
- Don't read your notes word for word
- Try to record and watch your practice session - note 3 strengths and pick 1 area to improve
- Time yourself
- Speak clearly and loud enough to be heard in the back of the room
- Study and critique other speakers - you will learn a lot by observing your own reaction to them

Still nervous?

Remember that everyone experiences nervousness when presenting. Audiences want presenters to succeed.

What skills are needed for public speaking?

Public speaking is a soft skill that requires excellent **communication skills**, enthusiasm, and the ability to engage with an audience. Public speakers make presentations to a group. Presentations range from speaking to a small group of employees to presenting to a large audience at a national conference or event.

Key Points

- Plan appropriately.
- **Practice**.
- Engage with your audience.
- Pay attention to **body language**.
- Think positively.
- Cope with your nerves.
- Watch recordings of your speeches.

5 tips for improving your English speaking skills

1. **Speak**, **speak**, **speak**! Be confident and **speak** as often as possible, to as many people as you possibly can! ...
2. Read Aloud. Read the newspaper or a magazine out loud to yourself. ...
3. Record your practice conversations. ...
4. Find an English-**speaking** conversation partner. ...
5. Don't forget to use technology.

6 Interview Skills That Will Get You Hired

- Clarify **interview** questions. ...
- Think out loud. ...
- Communicate nonverbally. ...
- Know your resume. ...
- Tell a compelling story. ...
- Leverage knowledge of the company and **interviewer**.

Preparing For The Interview

Your preparation before the day of the interview needs to be on two main fronts:

Research the Organisation

Find out as much as you can about the company.

Look at their website, and any information that they have sent you, and see if you can find their mission, objectives, any value statements and the like. It's helpful to be familiar with the organisation's guiding principles. Also try to find out how the job that you have applied for fits into the organisation.

Make a list of the questions about the organisation, ideally around work, such as the team you will be working with, or the work that you will be doing on a daily basis. It's OK to ask about the on-site gym and the holiday allowance, but don't sound as if you're only interested in getting away from work!

It's probably **not** a great idea to ask whether you'll be able to work part-time at this stage. Either you should already have done that before applying, or you need to be prepared to work the hours stated.

Tests and Presentations

Some interviews require you to make a short presentation, or to take a test. The details will always be included in the letter inviting you to interview, so you'll have time to prepare. If you've been asked to make a presentation, don't assume that there will be PowerPoint, or that you'll be standing in front of a group.

Attending the Interview

Some General Dos and Don'ts

Do:

- Arrive in good time. The interview panel may be interviewing a lot of candidates so do not keep them waiting.
- Dress appropriately. Some organisations, especially technology companies, have a very casual dress code but, for most, a suit will be appropriate interview wear. Remember that you are being judged on the appearance that you present.
- Act appropriately, which usually means following the interviewer's lead. If you are offered a hand to shake, then shake it, but don't offer your own hand if nobody elseseems interested.
- Engage with the interviewers. Smile, make eye contact, and build rapport.
- Answer the questions that are asked, using relevant examples where at all possible.

Don't:

- Be afraid to blow your own trumpet a bit. After all, nobody else is going to blow it for you; however do not lie or exaggerate. If you want the job, be enthusiastic and positive.
- Be over-familiar or share too much information. For example, the interviewers don't want to know how you're going to manage your childcare.
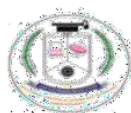
SCHOOL OF SCIENCE AND HUMANITIES

DEPARTMENT OF ENGLISH

UNIT – II – SOFT SKILLS – SHS5020

UNIT II

PRESENTATION SKILLS & LEADERSHIP

Team Building

Team building is not a one-time act. It is a step by step process which aims at bringing a desirable change in the organization. Teams are usually formed for a particular task or project and are mostly for the short term.

Identify the Need for Team Building
The manager has first to analyze the requirement of a team for completing a particular task. It should find out the purpose of the work to be performed, required skills for the job and its complexity before forming a team.

Define Objectives and Required Set of Skills
Next comes the chalking down of the organizational objectives and the skills needed to fulfil it.

Consider Team Roles
The manager considers the various aspects, i.e. the interactions among the individuals, their roles and responsibilities, strengths and weaknesses, composition and suitability of the possible team members.

Determine a Team Building Strategy
Now, the manager has to understand the operational framework well to ensure an effective team building. He must himself be assured of the objectives, roles, responsibilities, duration, availability of resources, training, the flow of information, feedback and building trust in the team.

Develop a Team of Individuals
At this stage, the individuals are collected to form a team together. Each member is made familiar with his roles and responsibilities within the team.

Establish and Communicate the Rules
The rules regarding the reporting of team members, meeting schedules, and decision making within the team are discussed. The individuals are encouraged to ask questions and give their views to develop open and healthy communication in the team.

Identify Individual's Strengths
Various team-building exercises are conducted to bring out the strengths of the individuals. It also helps in familiarizing the team members with each other's strengths and weakness.

Be a Part of the Team
At this point, the manager needs to get involved with the team as a member and not as a boss. Making the individuals realize their importance in the team and treating each member equally

is necessary. The team members should see their manager as their team leader, mentor and role model.

Monitor Performance
Next step is checking the productivity and performance of the team as a whole. It involves finding out loopholes and the reasons for it. This step is necessary to improve the team's performance and productivity in the long run.

Advantages of Team Building

- Identify Strengths and Weaknesses
- Direct Towards Vision and Mission
- Develops Communication and Collaboration
- Establishes Roles and Responsibilities
- Initiates Creative Thinking and Problem Solving
- Builds Trust and Morale
- Facilitates Delegation

Disadvantages of Team Building

- Develops Conflict
- Unproductive or Freeride Team Members
- Difficult to Evaluate Individual Performance
- Accountability and Credibility Issues

Strategic Planning

Strategic planning are the following:

1. Helps formulate better strategies using a logical, systematic approach
This is often the most important benefit. Some studies show that the strategic planning process itself makes a significant contribution to improving a company's overall performance, regardless of the success of a specific strategy.

2. Enhanced communication between employers and employees
Communication is crucial to the success of the strategic planning process. It is initiated through participation and dialogue among the managers and employees, which shows their commitment to achieving organizational goals.

3.Empowers individuals working in the organization
The increased dialogue and communication across all stages of the process strengthens employees' sense of effectiveness and importance in the company's overall success.

What is Strategic Planning?
Strategic planning is the art of creating specific business strategies, implementing them, and evaluating the results of executing the plan, in regard to a company's overall long-term goals or desires. The strategic planning process requires considerable thought and planning on the part of a company's upper-level management. Before settling on a plan of action and then determining how to strategically implement it, executives may consider many possible options.

Strategy Formulation
In the process of formulating a strategy, a company will first assess its current situation by performing an internal and external audit. The purpose of this is to help identify the organization's strengths and weaknesses, as well as opportunities and threats (SWOT Analysis).

Strategy Implementation
After a strategy is formulated, the company needs to establish specific targets or goals related to putting the strategy into action, and allocate resources for the strategy's execution. The success of the implementation stage is often determined by how good a job upper management does in regard to clearly communicating the chosen strategy throughout the company and getting all of its employees to "buy into" the desire to put the strategy into action.

Strategy Evaluation
It is to evaluate the performance of a chosen strategy after the implementation phase. Strategy evaluation involves three crucial activities: reviewing the internal and external factors affecting the implementation of the strategy, measuring performance, and taking corrective steps to make the strategy more effective.

Mentoring

Mentoring is a reciprocal and collaborative at-will relationship that most often occurs between a senior and junior employee for the purpose of the mentee's growth, learning, and career development. Often the mentor and mentee are internal to an organization, and there is an emphasis on organizational goals, culture, career goals, advice on professionaldevelopment, and work-life balance. Effective mentors often act as role models and sounding boards for their mentee and provide guidance to help them reach their goals

There are different types of mentoring

Traditional One-on-one Mentoring
A mentee and mentor are matched, either through a program or on their own. Mentee-mentor partners participate in a mentoring relationship with structure and timeframe of their making or as established by a formal mentoring program.

Distance Mentoring
A mentoring relationship in which the two parties (or group) are in different locations. Sometimes called "virtual" mentoring.

Group Mentoring
A single mentor is matched with a cohort of mentees. Initial program structure is provided while allowing mentor to direct progress, pace and activities.

Specific Mentee Roles Include:

- Driver of Relationship: A mentee identifies the skills, knowledge and/or goals that he/she wants to achieve and communicates them to his/her mentor.

- Development Planner: A mentee works with his or her mentor to seek resources for learning by identifying people and information that might be helpful.

- Contributor: A mentee looks for opportunities to give back to his or her mentor.

- Life-long learner: A mentee takes full advantage of opportunities to learn.

Characteristics of an Effective Mentee:

- Positive outlook and attitude

- Eager and open to learn proactively

- Patient, responsive and respectful of mentor's role and time

- Comfortable receiving objective feedback

- Works as a "team player"

- Comfortable being stretched out of a comfort zone

Delegation

Delegation is a win-win when done appropriately, however, that does not mean that you can delegate just anything. To determine when delegation is most appropriate there are **five key questions you need to ask yourself:**

- Is there someone else who has (or can be given) the necessary information or expertise to complete the task? Essentially is this a task that someone else can do, or is it critical that you do it yourself?

- Does the task provide an opportunity to grow and develop another person's skills?

- Is this a task that will recur, in a similar form, in the future?

- Do you have enough time to delegate the job effectively? Time must be available for adequate training, for questions and answers, for opportunities to check progress, and for rework if that is necessary.

- Is this a task that I should delegate? Tasks critical for long-term success (for example, recruiting the right people for your team) genuinely do need your attention.

Apply the following principles to delegate successfully:

- Clearly articulate the desired outcome. Begin with the end in mind and specify the desired results.

- Clearly identify constraints and boundaries. Where are the lines of authority,responsibility and accountability? Should the person:

- Wait to be told what to do?

- Ask what to do?

- Recommend what should be done, and then act?

- Act, and then report results immediately?

- Initiate action, and then report periodically?

- Where possible, include people in the delegation process. Empower them to decide.

How to apply delegation skills?

- Match the amount of responsibility with the amount of authority. Understand that you can delegate some responsibility, however you can't delegate away ultimate accountability. The buck stops with you!

- Delegate to the lowest possible organizational level. The people who are closest to the work are best suited for the task, because they have the most intimate knowledge of the detail of everyday work. This also increases workplace efficiency, and helps to develop people.

- Provide adequate support, and be available to answer questions. Ensure the project's success through ongoing communication and monitoring as well as provision of resources and credit.

- Focus on results. Concern yourself with what is accomplished, rather than detailing how the work should be done: Your way is not necessarily the only or even the best way! Allow the person to control his or her own methods and processes. This facilitates success and trust.

- Avoid "upward delegation." If there is a problem, don't allow the person to shift responsibility for the task back to you: ask for recommended solutions; and don't simply provide an answer.

- Build motivation and commitment. Discuss how success will impact financial rewards, future opportunities, informal recognition, and other desirable consequences. Provide recognition where deserved.

- Establish and maintain control.

- Discuss timelines and deadlines.

- Agree on a schedule of checkpoints at which you'll review project progress.

Dispute solution

Applying possible strategies for dispute solution :

1 - Compile your facts and evidence
Document the key details of the dispute. This could include dates, times, product or service details, warranties, photographs, leases, agreements or contracts and a summary of discussions or previous correspondence between the parties.

Put your documentation in date order and highlight the parts that are most relevant.

2 - Keep calm and remain objective

Always remain calm, polite and professional in your spoken or written communications. Avoid abusive or emotional language, or laying blame.

Try to understand the situation from the other party's perspective.

3 - Think of creative solutions

Look for a 'win-win' solution that restores your business relationship. Make a list of possible solutions to discuss with the other party – be realistic and prepared to negotiate.

Consider how achieving a particular solution (or not achieving it) will impact on your business particularly in terms of time, money and future working relationships.

4 - Talk to the other party

Contact the other party to negotiate a solution. Make sure the person you are talking to has the authority to settle the dispute. Sometimes minor issues can be handled with a phone call while other more complex matters are best dealt with face-to-face.

Listen carefully to what the other party has to say and take notes. Don't interrupt them while they are speaking, and when they have finished you should respond in a calm and non-threatening manner.

If a solution is agreed to, make sure that you put it in writing and provide the other party with a copy.

5 - Formally write to the other party

If talking doesn't work, the next stage is to write to the other party outlining your position. This provides another opportunity for the other party to resolve the dispute. It can also be used as evidence of your attempt to resolve the dispute if you need to use another means of resolution.

Any letter should outline the matters in dispute, the steps that have been taking to resolve the matter, the required solution and a time frame for this to occur. You may also want to include some of your documentary evidence.

Giving Feedback

Giving feedback is a skill. And like all skills, it takes practice to get it right.Feedback can reinforce existing strengths, keep goal-directed behaviour on course, clarify the effects of behaviour, and increase recipients' abilities to detect and remedy errors on their own. Use the tips below to receive and give feedback effectively.

- Be Specific

    Tell the person exactly what he needs to improve. This ensures that you stick to facts and there is less room for ambiguity.

- Criticize in Private

    While public recognition is appreciated, public scrutiny is not.

- Establish a safe place to talk where you won't be interrupted or overheard.

- Use "I" Statements

    Give feedback from your perspective . This way you avoid labeling the person.

    Say, "I was angry and hurt when you criticized my report in front of my boss" rather than "You were insensitive yesterday."

- Limit Your Focus

    A feedback session should discuss no more than two issues. Any more than that and you risk the person feeling attacked and demoralized.You should also stick to behaviors he can actually change or influence.

- Talk About Positives Too- A good rule is to start off with something positive. This helps put the person at ease. It will also allow her to "see" what success looks like and what steps she needs to take next time to get it right.

Receiving feedback effectively
Listen to the feedback given. This means not interrupting. Hear the person out, and listen to what they are really saying, not what you assume they will say.

Managing Difficult Conversations

Having difficult conversations may never be easy, but there are ways to make those conversations both productive and as painless as possible.

- Be direct.

- When having a difficult conversation, be direct and get to the point quickly. This is not the time for feedback sandwiches or an excess of compliments

- Be specific

- Be honest and thorough with your feedback, and fully clarify why you're having the conversation. Offer as many concrete examples as possible so the person understands you're not just pulling things out of thin air.

While having this conversation

1. Determine the purpose of the conversation
2. Adopt the right approach
3. Recognise and manage your emotional state
4. Challenge you own assumptions and beliefs
5. Plan the exchange
6. Provide an opportunity for preparation
7. Open the conversation
8. Present your side of the story
9. Listen to their side of the story
10. Handle reactions with care
11. Find the middle ground and reach an amicable solution

Decision Making

In the wider process of problem-solving, decision-making involves choosing between possible solutions to a problem. Decisions can be made through either an intuitive or reasoned process, or a combination of the two.

Intuition
Intuition is using your 'gut feeling' about possible courses of action.

Although people talk about it as if it was a magical 'sense', intuition is actually a combination of past experience and your personal values. It is worth taking your intuitioninto account, because it reflects your learning about life. It is, however, not always based on reality, only your perceptions, many of which may have started in childhood and may not be very mature as a result.

It is therefore worth examining your gut feeling closely, especially if you have a very strong feeling against a particular course of action, to see if you can work out why, and whether the feeling is justified.

Reasoning
Reasoning is using the facts and figures in front of you to make decisions.

Reasoning has its roots in the here-and-now, and in facts. It can, however, ignore emotional aspects to the decision, and in particular, issues from the past that may affect the way that the decision is implemented.

Intuition is a perfectly acceptable means of making a decision, although it is generally more appropriate when the decision is of a simple nature or needs to be made quickly.

More complicated decisions tend to require a more formal, structured approach, usually involving both intuition and reasoning. It is important to be wary of impulsive reactions to a situation.

What Can Prevent Effective Decision-Making?

There are a number of problems that can prevent effective decision-making. These include:

1.Not Enough Information
If you do not have enough information, it can feel like you are making a decision without any basis.

Take some time to gather the necessary data to inform your decision, even if the timescale is very tight. If necessary, prioritise your information-gathering by identifying which information will be most important to you.

2. Too Much Information
The opposite problem, but one that is seen surprisingly often: having so much conflicting information that it is impossible to see 'the wood for the trees'.

This is sometimes called analysis paralysis, and is also used as a tactic to delay organisational decision-making, with those involved demanding ever more information before they can decide.

This problem can often be resolved by getting everyone together to decide what information is really important and why, and by setting a clear timescale for decision-making, including an information-gathering stage.

3. Too Many People
Making decisions by committee is difficult. Everyone has their own views, and their own values. And while it's important to know what these views are, and why and how they are

important, it may be essential for one person to take responsibility for making a decision. Sometimes, any decision is better than none.

4. Vested Interests
Decision-making processes often founder under the weight of vested interests. These vested interests are often not overtly expressed, but may be a crucial blockage. Because they are not overtly expressed, it is hard to identify them clearly, and therefore address them, but it can sometimes be possible to do so by exploring them with someone outside the process, but in a similar position.

It can also help to explore the rational/intuitive aspects with all stakeholders, usually with an external facilitator to support the process.

5. Emotional Attachments
People are often very attached to the status quo. Decisions tend to involve the prospect of change, which many people find difficult.

Performance Management

Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. The communication process includes clarifying expectations, setting objectives, identifying goals, providing feedback, and reviewing results.

There are two approaches to performance management :

- Behavioral approach: Employees are evaluated based on their behaviors and effort made. Behaviors are identified and evaluated. This approach is suitable for giving detailed feedback on behaviors and by mapping desirable future behaviors. This approach is suitable when individual results are hard to measure. Examples include individual players in a team, support staff, and (oftentimes) HR professionals.

- Result-oriented approach: In this approach, employees are evaluated based on objective criteria. The focus is not on input but output, both in terms of quality and quantity. This approach is suitable when there are multiple ways to do the job. The end-result is key, not how it has been done. Examples include call center employees who have specific success metrics, as well as sales professionals. The evaluation of lawyers and accountants is also highly result-oriented, as they keep track of their billable hour

Supervising

Role of an effective supervisor-
Traits and Behaviors (in order of priority)

1. Gives clear work instructions: communicates well in general, keeps others informed.
2. Praises others when they deserve it: understands importance of recognition; looks for opportunities to build the esteem of others.
3. Willing to take time to listen: aware of value of listening both for building cooperative relationships avoiding tension and grievances.
4. Cool and calm most of the time: maintains self-control, doesn't lose her/his temper; can be counted on to behave maturely and appropriately.
5. Confident and self-assured.
6. Appropriate technical knowledge of the work being supervised; uses it to coach, teach and evaluate rather than getting involved in doing the work itself.
7. Understands the group's problems as demonstrated by attentive listening and honestly trying to project her/himself into their situation.
8. Gains the group's respect, through personal honesty: doesn't try to appear more knowledgeable than is true, not afraid to say, "I don't know" or "I made a mistake."
9. Fair to everyone; in work assignments, consistent enforcement of policies and procedures; avoids favoritism.
10. Demands good work from everyone: maintains consistent standards of performance; doesn't expect group to "take up the slack" from a low-performing worker; enforces work discipline.

Telephone Etiquette

What is phone etiquette?
Phone etiquette is the way you use manners to represent yourself and your business to customers via telephone communication. This includes the way you greet a customer, your body language, tone of voice, word choice, listening skills and how you close a call.

Why is phone etiquette important?
Identifying the tools to achieve proper phone etiquette can help your business to:

Show professionalism

Whether you are a start-up or a well-established business, you and your representatives know your business best. Communicating your working knowledge to your callers using telephone manners should establish you as professionals worthy of repeat business dealings.

Create a good first impression
Everyone deserves to be treated with respect, and the initial phone call is your businesses' chance to show the customer how pleasant it is to do business with you.

Elements of proper phone etiquette
To achieve excellent phone etiquette, you'll need to apply the following items:

- Friendly greetings
- Body language
- Tone of voice
- Tact
- Active listening
- Appropriate closing

Friendly greetings
Answering an office phone properly requires a positive and cheerful disposition. Allow the positivity to resonate in your voice, offer a salutation, thank the customer for calling, introduce yourself and your business by name and then extend your help. This gives the customer a sense that you are warm, alert and pleased to help them with their inquiries. People often mimic positivity and will probably respond to your voice with the same enthusiasm you project.

Body language
Body language plays a major role in communication, both in-person and on the telephone. When you speak on the phone, your body language still communicates how you are feeling. For example, when you smile and sit up straight, your voice is likely lighter and easily translated by the client as cheerfulness. Body language, facial expressions and gestures should remain professional while speaking on the telephone.

Tone of voice
Adopt a confident tone of voice to limit interruptions and maintain a professional engagement. You want the caller to know you are taking the time to understand their questions, while also delivering prompt service. The tone of your voice is an important factor in proper phone call manners since a caller may form an opinion of your business based on your attitude over the phone.

Tact
Unfortunately, there will be times when you must deliver potentially upsetting information to a customer over the phone. Remaining calm, while considering your word choice is the key

to delivering messages tactfully to your caller. Your aim should be to communicate sensitive information truthfully, without offending your customer. If you don't have an answer for them, be sure to offer them additional resources.

Active listening
To achieve excellent phone etiquette, it is necessary to develop active listening skills. Give the customer your undivided attention by minimizing distractions. Taking notes and repeating requests back to the caller lets them know that you care and are listening to only their needs at that moment. Active listening will likely help you respond to a customer's requests appropriately.

Appropriate closing
Remember that closing a call can be just as important as the way you begin one. Before saying goodbye to your customer, thank them again and ask if you can assist them with anything else.

Managing Remote Teams and Virtual Teams

Managing remote teams is challenging: organizing a meaningful process, monitoring team members' activities and keeping track of work process is much harder than at an office. However one can create a productive virtual environment for Managing Remote Teams

- Track hours worked, attendance and other basic measures of productivity
- Organize a system of overlapping times for communicating in different time zones
- Be wary of chat and email overload
- Use tools for quick video and visual communication
- Effective collaboration on documents and spreadsheets
- Create a standard onboarding process
- **Encourage Transparency**-Be transparent. Get them involved in all aspects of the business, share with them the company vision and objectives, let them resonate with that.

- **Hold Regular Meetings**-The only way to understand what kind of people you have on the team is to meet at least once a week and just create a friendly and honest environment where everyone can talk about anything. Consider it virtual coffee and even call it that way.

- **Use a Time Tracking Tool**-The main benefit of special time-tracking tools for remote teams is that every employee feels like they are in charge of their time. At the same time, they can spot unproductive activities and weak points in their performance and do something about them.

Crisis Management

Essentials for Crisis Management especially post covid

- Crisis Management prepares the individuals to face unexpected developments and adverse conditions in the organization with courage and determination.
- Employees adjust well to the sudden changes in the organization.
- Employees can understand and analyze the causes of crisis and cope with it in the best possible way.
- Crisis Management helps the managers to devise strategies to come out of uncertain conditions and also decide on the future course of action.
- Crisis Management helps the managers to feel the early signs of crisis, warn the employees against the aftermaths and take necessary precautions for the same.

Essential Features of Crisis Management

- Crisis Management includes activities and processes which help the managers as well as employees to analyze and understand events which might lead to crisis and uncertainty in the organization.
- Crisis Management enables the managers and employees to respond effectively to changes in the organization culture.
- It consists of effective coordination amongst the departments to overcome emergency situations.
- Employees at the time of crisis must communicate effectively with each other and try their level best to overcome tough times. Points to keep in mind during crisis
- Don't panic or spread rumours around. Be patient.
- At the time of crisis the management should be in regular touch with the employees, external clients, stake holders as well as media.
- Avoid being too rigid. One should adapt well to changes and new situations.

These four critical elements of crisis management –

- Clearly identified team roles and responsibilities
- A formal incident assessment team and process
- Effective Incident Action Planning (IAP) skills
- Effective crisis management team communication

Public Speaking

There are 7 elements of public speaking

1. Speaker

The speech communication process starts with the speaker – the person who initiated the conversation or talk. The success of the talk will be based on the credibility, preparation, and knowledge of the speaker about the topic.

2. Message

The message refers to whatever the speaker is telling the audience about a certain topic. Speakers should deliver it in a clear way for it to reach the listeners in the same way the speaker is trying to convey it.

3. Channel

The channel refers to the thing that makes the communication or conversation possible. If you are talking over the phone, the phone is the channel in the process.

4. Listener

The listener is the receiver of the message on the other end of the line. In private conversations, you may have 1, 2, or 3 listeners. In public speaking, the crowd and everyone who gets to hear your message are the listeners in the process.

5. Feedback

The feedback refers to the response of the listener or the receiver of the message based on the post. It may be verbal or non-verbal.

6. Interference

Interference is anything that affects the communication process. It may be internal or external. The former may include the relationship between the speaker and the listener while the latter may include what's going on around.

7. Situation

In the communication process, the situation refers to the time and place where the conversation happened. It is the physical setting of the event.

How to effectively apply public speaking strategies

- Voice Control. Your voice is the most important tool you will use as a public speaker. One simple way to improve your voice is by learning to breathe fully and deeply from your diaphragm.
- Identify your desired outcome
- Provide value to your audience
- Don't rely too much on your slides
- Practice, practice, practice
- Get to know some of your audience members beforehand
- Use a conversational tone
- Incorporate examples and anecdotes
- Stand up straight. If you're physically capable of standing up straight, then make sure you stand tall and straight during your presentation.
- Assume the [power] position. If you're feeling stressed before your presentation, take a moment to stand in a powerful position. Doing this for just a few minutes will raise your testosterone and increase your self-confidence while reducing stress, anxiety, and cortisol.One of the most popular power poses is the "superhero" pose: Put your hands on your hips, keep your chin up, and your chest out.
- Be facially expressive. Your facial expressions should match the message you are delivering. If you're giving an upbeat speech, try to have a relaxed and joyful look on your face.
- Plant your feet. Shifting your weight from side to side can lull your audience into a semi-hypnotic state (also known as sleep). Stand tall and firm.
- Speak slowly, but not too slowly. Talk too fast and your audience will have a hard time understanding you. Talk too slowly and you risk putting them to sleep. When it comes to public speaking, talking at a conversational pace is your safest bet.
- Pause between ideas. Great public speakers often pause for two to three seconds or even longer. A well-placed pause gives the audience time to digest what you are saying. It also makes you sound more confident and in control.
- Avoid filler words. Words such as "um," "ah," "you know," and "like" diminish your credibility and distract from your message. Instead, replace these filler words withpauses.
- Carefully articulate and pronounce your words. A mumbling public speaker is hard to understand.
- Acknowledge your audience as soon as you take the stage. This helps to make you seem more like a "real" person and keeps a conversational tone.
- Grab their attention immediately. When you speak, you have about 60 seconds to capture your audience's attention and captivate them before they tune out.Use this time to ask a rhetorical thought-provoking question, tell a captivating story, or share a shocking statistic, anything that will keep them intrigued.
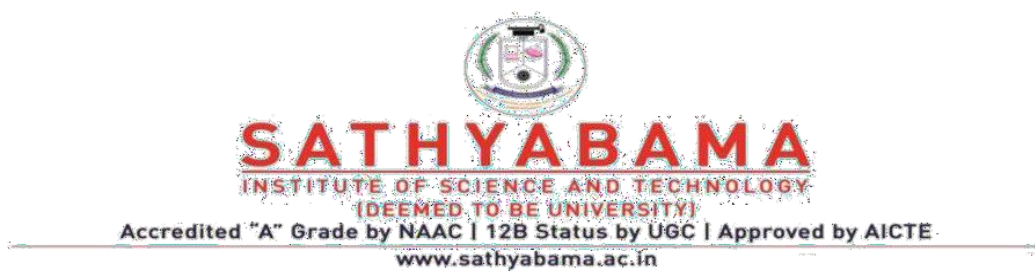
SCHOOL OF SCIENCE AND HUMANITIES

DEPARTMENT OF ENGLISH

UNIT – III – SOFT SKILLS – SHS5020

UNIT III

INFLUENCING INTERPERSONAL SKILLS

Facilitation

A facilitator has a wide range of tasks to perform in order to 'make things easier' for people who participate in a facilitated discussion:

- Support individuals within a group in understanding their common objectives.
- Help people collectively move through a process.
- Structure conversations and apply appropriate group facilitation techniques to keep discussions effective.
- Foster participation and get people to come up with ideas, thoughts and perspectives that add value.
- Get all individuals in the room to feel like they are in a group with a shared interest.

A facilitator can be perceived as:

- A '**catalyst**' for discussion: She makes possible the transformation of input (ideas, opinions) to desired outcome (refined ideas, decisions, strategies, etc.) without being an active part of the conversation herself.
- A '**conductor**' of an orchestra: She synchronises all the musicians (group participants), optimally guiding the use of their instruments toward the desired result – a harmonic musical expression of the musicians' complex interactions, creativity, and expertise. As the "conductor" guides the participants, a system is organically created wherein the facilitator helps every individual comply with the agreed-upon rules and norms to be followed. In this way, her efforts enable each person in the "orchestra" to create something greater than themselves.
- A '**coach**': she helps the group form a constructive way of working together, identify its needs and wishes, and reach the outcome they would jointly like to achieve.

Difference between training and facilitating

- **Learning vs. Thinking:** Training is about passing on learning, and process facilitation is about helping the thinking in a group
- **Hierarchical vs. Collaborative:** Training is a hierarchical model where the trainer is the teacher and the learner is the student who is supposed to know less than the trainer. Facilitation, on the other hand, is based on collaboration.
- **Applying vs. Communicating:** The trainer is supposed to help the group apply the content he or she has given them. In facilitation, it is not the role of the facilitator to reinforce concepts but to give space for communication within the group.

- **Linear vs. Flexible:** From a design perspective, training occurs more often in a linear form the trainer's outline, while facilitation often has a more flexible agenda, as you cannot exactly predict what is going to happen within the group.
- **Longer-term versus Immediate results:** A trainer is often focused on achieving a longer-term outcome, while as a process facilitator, you're looking for short-term insights and, often, immediate result.

Selling

In order to have effective selling skills one should be mindful of

- The market / culture / people / politics
- Targeting clients and resources
- The strategic approach
- Planning / tactics / competition / objectives
- Dealing with multiple decision-makers
- Gaining agreement/building confidence
- Presenting proposals / creating solutions
- Building the relationship
- Sustaining levels of expectation
- Maintaining profitability
- Preserving satisfaction
- The follow-up process.

Some essential points from sales and interpersonal perspective:

- Pay full attention.
- Practice active listening.
- Read body language (and control your own).
- Master the nuance of voice tones.
- Be empathetic.
- Understand what's not being said.
- Speak in specifics.
- Be a subject matter expert.
- Be genuinely curious.
- Don't act like you know everything.
- Assume good intent.
- Always be honest.
- Don't make assumptions.
- Be persistent, not pestering.
- Be comfortable with silence.

Inspiring

To experience inspiration, people need to feel included. Inclusion goes beyond the realm of listening and providing feedback. For real inclusion, people need to feel intimately connected to the actions and processes leading to the accomplishment of the goals or the final decision. There are several ways to do so:

Passion
The inspirational leader feels passionate about the vision and mission of the organization. They are also able to share that passion in a way that enables others to feel passionate, too. Shared passion makes organizations soar in the accomplishment of their mission and vision.

Listening
The inspirational leader listens to the people in their organization. Talking to people about your passion is not enough.

Integrity and Trust
Vision and passion are important, but your employees must trust you if you want them to feel inspired.

Persuasion

The 'Holy Grail' of persuasion, then, is to get others to buy into the idea, and want to do it your way. And the best way of doing that is in a way that others don't notice. But how?

The fable of the sun and the wind is a good example:

The wind and the sun decided to have a competition to decide once and for all who was stronger. They agreed that the winner would be the one who could persuade a man to take off his coat. The wind blew and blew, but the man only held on more tightly to his coat. Then the sun shone gently down, and within minutes, the man took off his coat.

The moral here is that you can't force someone to do what they don't want; instead, the art of persuasion is to get them to want what you want.
ten obstacles to successful persuasion:

Thinking that you are better at persuasion than you are, and therefore failing to hone your skills. Instead, take a long, hard look at yourself, and see where your skills need to be improved.

Few points to avoid while persuading:

- Talking too much. Stop, and just listen to the people you need to persuade.
- Providing too much information, which just confuses people, and makes them think you are trying to blind them with science.
- Getting desperate. Like insincerity, people can spot fear at a distance, and don't like it.
- Being afraid of rejection. This can even stop people from trying to persuade in extreme cases.
- Not being prepared. You can't 'wing it' every time. Your audience will see through you and will think that you value your time more highly than theirs.
- Making assumptions about your audience, and then not being prepared to reassess when new evidence emerges.
- Forgetting that the whole conversation is important. You need to engage in order to persuade, right from the beginning.

The key skills for successful persuasion, then, are pretty wide. First of all, successful persuaders tend to have high self-esteem and good Emotional Intelligence more generally. They really believe that they will succeed.

You also need to remain motivated and believe in yourself and your ideas. See our pages on Self-motivation for more.

Additionally, you need to understand how your audience thinks.

Key skills here include **Empathy, and good Listening Skills, including Active Listening**. If you listen, your audience will usually tell you what and how they are thinking. It also helps to be able to build rapport; people like those who take time to become a friend, as well as an influencer. It follows, really: if we're honest, we'd all much rather do what a friend suggests than someone we dislike, however sensible the idea. Building rapport also helps to build trust, and for more about building trust, have a look at our page on Personal Empowerment.

Negotiation

Negotiation skills are qualities that allow two or more parties to reach a compromise. These are often soft skills and include abilities such as communication, persuasion, planning, strategizing and cooperating. Understanding these skills is the first step to becoming astronger negotiator.

The skills you'll need depend on your environment, your intended outcome and the parties involved. Here are a few key negotiation skills that apply to many situations:

1. **Negotiate the process.** Don't assume you're both on the same page when it comes to determining when to meet, who should be present, what your agenda will be, and so on. Instead, carefully negotiate how you will negotiate in advance. Discussing such procedural issues will clear the way for much more focused talks.

2. **Build rapport.** Although it's not always feasible to engage in small talk at the start of a negotiation (particularly if you're on a tight deadline), doing so can bring real benefits, research shows. You and your counterpart may be more collaborative and likely to reach an agreement if you spend even just a few minutes trying to get to know each other. If you're negotiating over email, even a brief introductory phone call may make a difference. This is one of the most valuable negotiation skills to master.

3. **Listen actively.** Once you start discussing substance, resist the common urge to think about what you're going to say next while your counterpart is talking. Instead, listen carefully to her arguments, then paraphrase what you believe she said to check your understanding. Acknowledge any difficult feelings, like frustration, behind the message. Not only are you likely to acquire valuable information, but the other party may mimic your exemplary listening skills.

4. **Ask good questions.** You can gain more in integrative negotiation by asking lots of questions—ones that are likely to get helpful answers. Avoid asking "yes or no" questions and leading questions, such as "Don't you think that's a great idea?" Instead, craft neutral questions that encourage detailed responses, such as "Can you tell me about the challenges you're facing this quarter?"

Types of negotiation
Most negotiation outcomes will fall into one of two categories: "win-win" or "win-lose." By understanding the different types of negotiations you may encounter, you can determine the most relevant skills for your role and work to improve them.

Here are different forms of negotiation:

Distributive negotiations
Also called "distributive bargaining," this form of negotiation occurs when there is a limited amount of resources and each party assumes if they lose something, the other party will gain something. Instead of each party attempting to come to an agreement based on their interests and needs, each party is working to get more than the other party.

Integrative negotiations
Often referred to as a "win-win," an integrative negotiation occurs when everyone benefits from the agreement. In order to come to an integrative agreement, each party receives some value. The integrative negotiation process may take longer because both parties have to feel fully satisfied before coming to an agreement.

Management negotiations
Negotiating with management can be stressful. In some cases, employees may feel uncomfortable sharing their wants and needs with someone in a more senior position. However, you'll often encounter this sort of negotiation during the job-seeking and hiring process. You may have to negotiate your salary, benefits and job duties.

Motivating

Motivational skills can be defined as actions or strategies that elicit a desired behavior or response from a stakeholder. These strategies and actions vary based on three major factors:

- The motivator's style

- The target audience

- The personality of the person the motivator seeks to influence

Steps in the Motivational Process

- Assess the preferences and personality characteristics of the individual or group to be motivated. What motivates one group of people might not be the same as what motivates another group of people.

- Define motivational strategies appropriate for that target.

- Convey expectations for performance from the object of the motivation. Or, make it clear how the person can achieve the desired outcome.

- Communicate benefits, rewards, or sanctions if expectations are or are not met.

- Share feedback on progress or lack of progress toward desired outcomes.

- Address problems or obstacles that are limiting success.

- Provide rewards for desired outcomes.

- Issue warnings before enacting sanctions.

- Recognize people who have responded in the desired manner.

- Examples of Motivation

Motivation can be used in many different ways to elicit a positive result. Examples of how motivation can be used in the workplace include:

- Allocating professional development resources to the most motivated staff

- Allowing team members personal problem-solving autonomy instead of micromanaging the team

- Asking for input regarding departmental objectives

- Assigning desirable projects to staff who are highly engaged

- Awarding a performance-based bonus or salary increase to employees who achieve the right results

- Being open to discussing, in a constructive and non-judgmental manner, employee concerns

- Continually noticing the contributions of staff and conveying appreciation

- Creating a pleasant and ergonomic workplace for your team members

- Drafting a budget proposal for additional staff to management that emphasizes how revenues would be enhanced

- Empowering staff to choose the way in which they will address goals whenever possible

- Focusing on ways to learn from rather than punishing mistakes

- Giving to office collections to support favorite staff charities, celebrate birthdays, or sympathize with personal family loss

- Helping to build bridges across staff and management levels to heighten interconnectedness, foster collaboration, and build a shared sense of mission

- Implementing a public tally board to record comparative sales by different members of the sales team

- Identifying and acknowledging the unique talents and contributions of team members

- Joining informal "water cooler" discussions to gain an understanding of staff interests and personalities

- Keenly assessing the interest of staff in various tasks and projects

- Launching voluntary health and wellness programs

- Limiting the length of staff meetings by sticking to a strict agenda and concluding discussions quickly

- Meeting with a subordinate to set performance goals

- Mentioning positive aspects of your supervisor's leadership approach to her superior at an informal gathering

- Mentoring new personnel in an engaging and supportive fashion

- Noticing and quietly thanking peers for unsolicited acts of both project/work initiative and of interpersonal kindness

- Offering to support colleagues or subordinates who are under stress

Collaborating

One of the most important aspects of collaborating well is being open to and accepting of new ideas. Collaboration skills are the soft skills developed between individuals and teams in order to interact, engage, and synergize while working towards a common goal.

There can be several skills that fall under this umbrella term, such as:

- Communication

- Group brainstorming

- Emotional intelligence

- Problem-solving

- Time management

- Critical thinking

Underneath these skills may be even more sub-skills to help master them. And as long as it's a skill that helps both individuals and teams work together seamlessly and effectively, then it's considered as a collaboration skill.

Extremely important component of collaboration is being able to think long-term and envision the end-result of your collaborative work. Collaboration is all about working towards a common goal or shared purpose and recognizing how your contributions fit into that goal. For employees who want to improve their collaboration skills, this means gaining an understanding of a project's scope and everyone's role in it.

Networking Skills

Networking skills are quite important and require one's attention post covid situation.

Staying positive
Most people don't see returns straight away and then give up, but if you want to see results, you need to invest time into business networking over an extended period of time. Developing your business networking skills is a long term investment and not a short term fix. By remaining positive, you will ensure that when you do finally meet someone that can help you, you will still be able to give both a great first impression, and also a strong reason why they should help you in your job hunt.

Improve your emailing skills
Whilst social media has become an important part of our everyday lives, nothing beats a well written email. Emails remain the dominant method of communication in business, but there are some key points to get your email read and acted upon. Always keep the email short, easyto ready, and focus mainly on the recipient. It is always a good idea to do a little research intothe recipient beforehand, and then tailor the email to mention shared contacts, interests or specific things they have done that have made an impression.

Go in with no expectations
Resist the urge to raise expectations on a single meeting, job, company or possible connection. The perfect networking event or connection is merely the one which provides the desired result. By placing huge importance to single meetings or people, you are limitingyour control over the situation. This can leave you more vulnerable to negative feelings or depression and is best to avoid. No matter how promising a job opportunity sounds, always keep the job search going to avoid disappointment.

Focus your efforts
The counter point to ensuring that you are always adding value to others in your network, is to expect the same in return. Networking should be mutually beneficial, so if you have some connections that always seem to be asking for that little extra help without offering any value themselves, it could be time to de-prioritise them.

Interpersonal Relationships

Interpersonal communication is the process by which people exchange information, feelings, and meaning through verbal and non-verbal messages: it is face-to-face communication.

Interpersonal communication is not just about what is actually said - the language used - but how it is said and the non-verbal messages sent through tone of voice, facial expressions, gestures and body language.

When two or more people are in the same place and are aware of each other's presence, then communication is taking place, no matter how subtle or unintentional.

Without speech, an observer may be using cues of posture, facial expression, and dress to form an impression of the other's role, emotional state, personality and/or intentions. Although no communication may be intended, people receive messages through such forms of non-verbal behaviour.

Elements of Interpersonal Communication:

1.Problem solving
Interpersonal communication skills are necessary because they allow people to discuss problems and weigh the pros and cons of alternatives before coming up with the final solution. For example, **Brainstorming exercises** are situations in which interpersonal communication comes into play as it is very important that everyone feels respected and free to share their voice, ideas and views.

2. Alignment with business goals
Poor communication between employers and employees can harm the business in many ways. When managers and leaders are unable to clearly communicate tasks, workers can quickly become frustrated and disconnected with the business goals.

3.Change management
Good interpersonal communication is very important during change management efforts within organizations.

4.Effective employee communication helps employees better understand the change, align with it and collaboratively work towards implementing the change successfully.
Employee recognition

5.Good interpersonal communication drives more employee recognition. When employees have good interpersonal relationships with each other and their managers, they are more likely to recognize each others' good work and give constructive feedback.

6. Workplace miscommunication
Managers who maintain professionalism, open workplace communication and a positive attitude are more likely to be seen as approachable by their employees.

10 skills to foster :
1. Communication – oral, speaking capability, written, presenting, listening

2. Courtesy – manners, etiquette, business etiquette, gracious, says please and thank you, respectful

3. Flexibility – adaptability, willing to change, lifelong learner, accepts new things, adjusts, teachable

4. Integrity – honest, ethical, high morals, has personal values

5. Interpersonal skills – nice, personable, sense of humour, friendly, empathetic, positive

6. Attitude – optimistic, enthusiastic, encouraging, happy, confident

7. Professionalism – businesslike, poised

8. Responsibility – accountable, reliable, gets the job done, resourceful, self-disciplined, common sense

9. Teamwork – gets along with others, agreeable, supportive, helpful, collaborative

10. Work Ethic – hard working, loyal, initiative, self-motivated, on time

There are mostly three types of communication-
Verbal- Here, your employees will have to interact with clients, customers, or teammates. Thus, you must ensure they're good at one-on-one conversations and have the ability to break a deal with clients by portraying their communication skills.
Nonverbal- E-mails, case studies, reports, are some of the forms of nonverbal communication, and one must ensure employees are trained with writing etiquettes. Having this skill ensures proper conduct at the workplace.
Public Speaking- Addressing a large audience or group of people requires tremendous communication skills, and only a few charismatic personalities can excel at this. If the job requires such skills, you must choose the best who is able to drive a mass with a convincing speech.

Dealing with Difficult People

When dealing with difficult people, it's more effective to be assertive rather than angry.

1. Anger can be contagious, so try to avoid "catching" the other person's hostility.

2. Learn to recognize low levels of anger in others. This can allow you to intervene earlier and create resolutions more easily. Listen to language and watch nonverbal cues as well.

3. Use a technique called "fogging". Say something general or broad such as "That's interesting", when inwardly you disagree.

4. Work at accepting difficult people while still not liking their difficult behavior. This allows you to get some distance from the behavior itself, and gain a more expansive perspective.

5. Consciously being nice to difficult people can sometimes be a great way of dealing with them. But do guard against passive aggressiveness on your own part. In other words, don't be loving and/or collaborative if it feels dishonest to do so.

6. Try to get a better sense of what sets the other person off. Notice what his or her buttons are, and avoid hitting them, if possible.

7. Compromise! Give in or some things and learn to see compromise as a strength rather than a concession.

8. Listen actively. Ask for clarification of what the other person has said instead of arguing with them. Focus on their needs and your own, not just the "issue".

9. Ask yourself what you may be doing to contribute to the problem; if you're stuck, talk it over with a counselor or trusted friend.

10. Keep your distance from those who seem unsafe. See your fear as a cue, warning sign, or "gift". Set limits with inappropriate behavior; make it clear you will not tolerate this and will seek help if the situation doesn't change. If you feel you're in danger, notify appropriate personnel/authorities and take whatever reasonable steps necessary to protect yourself.

Conflict Resolution

Conflict resolution is a way for two or more parties to find a peaceful solution to a disagreement among them. The disagreement may be personal, financial, political, or emotional.

When a dispute arises, often the best course of action is negotiation to resolve the disagreement.

The goals of negotiation are:

- To produce a solution that all parties can agree to
- To work as quickly as possible to find this solution
- To improve, not hurt, the relationship between the groups in conflict
- Conflict resolution through negotiation can be good for all parties involved. Often, each side will get more by participating in negotiations than they would by walking away, and it can be a way for your group to get resources that might otherwise be out of reach.

Why should you resolve conflict ?
The main goal of negotiation with your opposition is to come to an agreement that benefits all parties.

Some other good reasons to negotiate are:
To understand more about those whose ideas, beliefs, and backgrounds may be different from your own. In order to resolve a conflict, you'll need to look at the conflict from your opponent's point of view and learn more about this person or group's perspective and motivations.

To ensure that your relationships with opponents continue and grow. If you make peace with your opponents, you increase your own allies in the community. Successful negotiations pave the way for smooth relationships in the future.

When should you avoid conflict ?
Conflict resolution is appropriate for almost any disagreement. Our daily lives offer plenty of opportunities for negotiation - between parents and children, co-workers, friends, etc., and as a result, you probably already have a variety of effective strategies for resolving minor conflicts. But for more serious conflicts, and conflicts between groups rather than individuals, you may need some additional skills. How, for example, should you structure a meeting between your group and your opponent? When should you settle, and when should you fight for more? How should you react if your opponent attacks you personally? Read on for more information on specific conflict resolution techniques.

How Should You Resolve Conflict?
There are seven steps to successfully negotiating the resolution of a conflict:

- Understand the conflict
- Communicate with the opposition
- Brainstorm possible resolutions
- Choose the best resolution
- Use a third-party mediator
- Explore alternatives
- Cope with stressful situations and pressure tactics

Types of conflict resolution.
The Thomas-Kilmann Model identifies five different approaches to resolving conflict. These approaches include:

1. Avoiding
Someone who uses a strategy of "avoiding" mostly tries to ignore or sidestep the conflict, hoping it will resolve itself or dissipate.

2. Accommodating
Using the strategy of "accommodating" to resolve conflict essentially involves taking steps to satisfy the other party's concerns or demands at the expense of your own needs or desires.

3. Compromising
The strategy of "compromising" involves finding an acceptable resolution that will partly, but not entirely, satisfy the concerns of all parties involved.

4. Competing
Someone who uses the conflict resolution strategy of "competing" tries to satisfy their own desires at the expense of the other parties involved.

5. Collaborating
Using "collaborating" involves finding a solution that entirely satisfies the concerns of all involved parties.

The Thomas-Kilmann model identifies two dimensions people fall into when choosing a conflict resolution strategy: assertiveness and cooperativeness. Assertiveness involves taking action to satisfy your own needs, while cooperativeness involves taking action to satisfy the other's needs.

Each of the conflict resolution strategies above involves different degrees of assertiveness and cooperativeness. For example, while accommodating includes a high degree of cooperativeness and a low degree of assertiveness, competing consists of a low degree of cooperativeness and a high degree of assertiveness.

Personal Branding

Personal branding is about taking responsibility over how you present yourself. If you strive to position yourself as an expert or become an influencer within your niche, self-branding can help increase your reputation as a leader. By showcasing unique character traits and having an active presence online, you can work towards building a personal brand that resonates with people all over the world. This article will guide you through the steps towards branding yourself with ten personal branding tips.

Skills to improve your personal brand.

- Research and create your personal branding statement: Define your audience at this stage and audit competitor that may exist for you.

- Build a personal branding strategy: Plan how to engage with your target audience and define what success will look like for you in two months, nine months, two years.

- Monitor your personal brand engagement: Promote positive participation and have a plan of action for negative remarks.

- Develop your personal brand: Aim to share your personal brand through social media, networking, outreach, and speaking opportunities. Consider blogging, vBlogging, Podcasts, Instagram, Facebook and other ways that you could promote your personal brand in a way that your audience will consume the content quickly.

- Have a communication plan: Controlling your presence online can be time-consuming so this plan will help you with negative backlash and help you to easily provide information to partners that you will work with down the line.

- Measure your success regularly: Set some Key Performance Indicator (KPIs) for personal brand success so that you know you are heading in the right direction. Celebrate even small wins to remain motivated to achieve more.

So after doing all this how do you know if you have been successful in building a personal brand? A few valuable KPIs include:

- When a sale converts through your blog

- When you are asked to speak at an event or on a podcast

- When someone refers you to a potential client

- When a publication reaches out to invite you to guest blog

- When people start mentioning you online, on social media, their blog or other important media

Office Politics

Political scientists have defined politics as the art of the possible. Employees often find coping with office politics to be an impossible art.
The following strategies will help you win at office politics while still allowing you to maintain your integrity:

1. **Be nice to everyone**. Don't believe the "nice guys finish last" stuff. In office politics, nice guys build supportive relationships with other people. Bulldozers and sharks make enemies, and enemies make your life miserable by resisting and sabotaging you. Be sincerely nice to everyone, not just the people you think can help you. People resent phoniness.

2. **Be a team player**. A team player is someone who helps the team achieve its goals, and helps other people achieve their goals. Be a star by making other people look good, rather than taking credit for other people's achievements.

3. **Don't whine and complain**. Develop a reputation for being a problem solver. Anybody can complain about a problem. The really valuable employees are those that prevent or solve problems. Although the squeaky wheel may get oiled, its coworkers resent the whiny employee.

4. **Be visible**. You can't win office politics by hiding. You must be involved and others need to perceive you as a valuable contributor at work. Get involved in solving important and highly visible problems at work. In the age of downsizing, many employees are shocked to learn that they lost their jobs because upper management didn't know what they were contributing to their organization. You not only have to do good work; others must give you credit for your good work and perceive you as a good worker.

5. **Help your supervisor succeed.** This is part of being a team player. It is also a smart strategy because your boss is a major player in your promotability and in how upper management perceives you and your work. If you have a positive relationship with your boss, your boss is more likely to support your career and help you advance.

6. **Be loyal**. Avoid backbiting and backstabbing. Coworkers will support you if they believe that you will be there to support them. To get loyalty, show your loyalty.

7. **Be good at what you do**. Develop your expertise and competence. Show up on time and work hard for your full shift. To survive in the workplace, you need to do good work. If others perceive you as a slacker or a poor worker, they will not support you. They will also resent your getting promoted before them.

8. **Mind your manners**. Be polite and courteous. Avoid being sarcastic or putting other people down. Err on the side of being gracious.

9. **Make other people look good**. We already mentioned this concerning being a team player, but it bears repeating. People will support you when they believe that you make them look good. They will resent you if they believe you take credit for the work they do. Give credit to others. Sincerely compliment others. Help people look important and successful in front of the people who are important to them.

Office politics may not always be fun, but you will be more successful playing it if you follow these nine strategies as sub-skills of interpersonal skills.
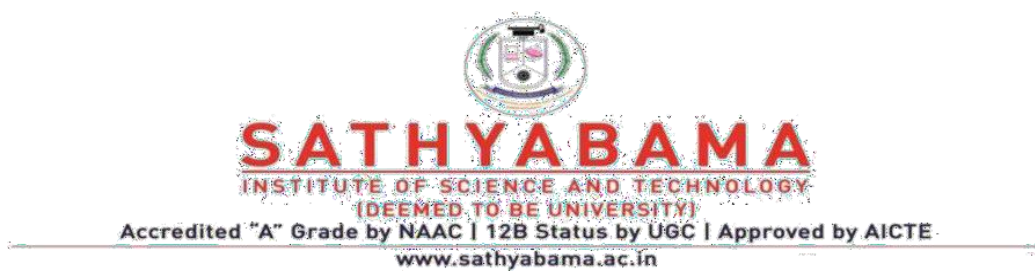
SCHOOL OF SCIENCE AND HUMANITIES

DEPARTMENT OF ENGLISH

UNIT – IV – SOFT SKILLS – SHS5020

UNIT IV

PERSONAL SKILLS

Innovation Skills

This need for innovation has brought on a requirement for leaders who are capable of influencing and inspiring creative efforts.Without innovation leadership, it is difficult for modern organizations to survive in the dynamic marketplace. The following are the **key characteristics of innovation leadership skills are:**

1. Risk tolerance

Innovation is synonymous with creativity. And free-flowing creativity involves a great deal of risk. An innovation leader has high risk tolerance, and has the uncanny knack to consider all possible eventualities to make well-calculated bets that often pay off.

2. Domain expertise

Innovation leaders are typically required in technology oriented industries that advancerapidly. They must have the required domain expertise to communicate effectively with their team, convey a unified vision, understand the inherent risks and advantages of a creative idea,and also to command respect from the team.

3. Openness

When team members come up with a new idea, innovation leaders are receptive and are completely open to exploring the idea. This openness to new ideas, even radical ones, significantly contributes to the creation of a highly innovative climate in the organization.

4. Low anxiety

A person who is chronically stressed and feels anxious about every little thing will not succeed in a creative and innovative environment. Anxiety is contagious, especially if it comes from a leader. Innovation leaders are typically low on anxiety. This helps them create an environment where people feel comfortable and secure, rather than anxious and threatened.

5. Emotional stability

An innovation leader is grounded and has their emotions under control. Huge swings from an elated mood to depression, and then back to elation is not conducive to a workplace that is bustling with ideas. Ideally, an innovation leader is wired to be happy and positive, so they will do what is required to maintain a similar stable environment in the workplace.

6. Confidence

In swiftly changing fields, the job comes with the requirement of constantly exploring the unknown. It is only natural to feel anxious about stepping into new and unknown territories.

But it is necessary to explore the unknown to identify new opportunities. An innovation leader has the confidence in their ability to succeed, and holds the belief that the outcomesare likely to be positive even in the face of unknown risks.

7. Action oriented
Effective innovation leaders have the inclination to jump into the fray of action and actively participate. They feel energized by the action, and enjoy the exhilaration of leading change that leads to improvement and innovation.

8. Collaborative inquiry
Innovations are not always made by lone geniuses. Creative insights that come from intelligent and non-judgmental sharing of ideas can give rise to continual innovation that propels the organization to greater heights. An innovation leader facilitates the process of collaborative enquiry, and encourages open dialogue between people who are involved in the situation.

9. Serious play
All work and no play makes Jack a dull boy, and dullness rarely sparks innovation. These leaders understand that routine work and traditional way of thinking can become rigid and put people in a rut. Innovation requires having fun, and bending rules. Innovation leaders seek to generate insight and knowledge through non-traditional ways such as experimentation, free exploration, improvisation, and rapid prototyping.

10. Paying attention
Paying attention means being a keen observer, looking deeply at the situation, and perceiving new patterns and details. The ability to notice things that may have gone unnoticed will help innovation leaders make accurate assessments and figure out the best solution to a problem.

<div align="center">

Emotional Intelligence

</div>

Many of us are aware of IQ (Intelligence Quotient). Designed to measure intellectual intelligence, it gives a score from a series of tests. Higher IQs indicate better cognitive abilities, or the ability to learn and understand. People with higher IQs are more likely to do well academically without exerting the same amount of mental effort as those with lower IQ scores.

A logical assumption, therefore, is that people with higher IQs will be more successful at work and through life. This assumption has been proven incorrect – there is more to success than simply being 'clever'.

Emotional Intelligence (EI or sometimes EQ -Emotional Quotient) is a more modern concept and was only fully developed in the mid-1990s, by Daniel Goleman, among others.

There are three areas of personal skills or competencies in emotional intelligence.

1. Self-awareness
Self-awareness encompasses:

- Emotional awareness
- Accurate self-assessment
- Self-confidence

Self-awareness is the skill of being aware of and understanding your emotions as they occur and as they evolve. It is wrong to think of emotions as either positive or negative. Instead, you should think of them as appropriate or inappropriate.

For example, anger is usually associated with being a negative emotion. However, it can be a completely reasonable and appropriate emotion in certain circumstances – emotional intelligence allows us to recognise our anger and understand why this emotion has occurred.

Effective self-assessment of feelings and emotions will help to improve your confidence and self-esteem.

2. Self-regulation or Self-management
Self-regulation includes:

- Self-control
- Trustworthiness
- Conscientiousness
- Adaptability
- Innovation
.

Having learned to be aware of your emotions, the skill of self-regulation relates to managing them appropriately and proportionately.

Self-management skills relate to the emotions you are feeling at any given time or in any given circumstance and how well you manage them. Self-control is a fundamental part of this, but other aspects relate to what you then do: whether you behave in a way which is recognised as 'good' or 'virtuous' or not.

3.Empathy, or the ability to understand how others are feeling, is absolutely critical to emotional intelligence. But it involves more than just being able to recognize the emotional states of others.

It also involves your responses to people based on this information. When you sense that someone is feeling sad or hopeless, how do you respond? You might treat them with extra care and concern, or you might make an effort to buoy their spirits.

Being empathetic also allows you to understand the power dynamics that often influence social relationships, especially in workplace settings. This is important for guiding your interactions with different people you encounter each day.

4.Intrinsic motivation is another important emotional intelligence skill. People who are emotionally intelligent are motivated by things beyond external rewards like fame, money, recognition, and acclaim.

Instead, they have a passion to fulfill their own inner needs and goals. They seek internal rewards, experience flow from being totally in tune with an activity, and pursue peak experiences.

- Celebrate your results.

- Focus on setting small, measurable goals.

- Introduce challenges to keep things interesting.

- Set goals to help build intrinsic motivation.

- Work with a friend or co-worker to find accountability.

Self Awareness

Self-awareness is one of the key components of emotional intelligence (EI).Self-awareness is the ability to see yourself clearly and objectively through reflection and introspection. Self-awareness theory is based on the idea that you are not your thoughts, but the entity observing your thoughts; you are the thinker, separate and apart from your thoughts (Duval & Wicklund, 1972).According to the theory, there are two primary outcomes of comparing ourselves against our standards of correctness:

We "pass," or find alignment between ourselves and our standards.
We "fail," or find a discrepancy between ourselves and our standards (Silvia & Duval, 2001). When we find a discrepancy between the two, we find ourselves with two choices: to work toward reducing the discrepancy or avoid it entirely.

There are many ways to build and practice self-awareness, but here are some of the most effective:

1. Practice mindfulness and meditation
Mindfulness refers to being present in the moment and paying attention to yourself and your surroundings rather than getting lost in thought or ruminating or daydreaming.

Meditation is the practice of focusing your attention on one thing, such as your breath, a mantra, or a feeling, and letting your thoughts drift by instead of holding on to them.

Both practices can help you become more aware of your internal state and your reactions to things. They can also help you identify your thoughts and feelings and keep from getting so caught up in them that you lose your hold on your "self."

2. Practice yoga
Yoga is a physical practice, but it's just as much a mental practice. While your body is stretching and bending and flexing, your mind is learning discipline, self-acceptance, and awareness. You become more aware of your body and all the feelings that manifest, and you become more aware of your mind and the thoughts that crop up.

3. Make time to reflect
Reflecting can be done in multiple ways (including journaling; see the next tip) and is customizable to the person reflecting, but the important thing is to go over your thoughts, feelings, and behaviors to see where you met your standards, where you failed them, and where you could improve.

4. Journal
The benefit of journaling is that it allows you to identify, clarify, and accept your thoughts and feelings. It helps you discover what you want, what you value, and what works for you. It can also help you find out what you don't want, what is not important to you, and what doesn't work for you. Both are equally important to learn. Whether you like to write free- flowing entries, bulleted lists, or poems, writing down your thoughts and feelings helps you to become more aware and intentional.

Emotion Management

The key is to be aware of your emotional response, and understand what might be behind it. That way, you can apply some reason to the situation.

For example, you might ask yourself some questions about possible courses of action, like:

- How do I feel about this situation?
- What do I think I should do about it?

- What effect would that have for me and for other people?
- Does this action fit with my values?
- If not, what else could I do that might fit better?
- Is there anyone else that I could ask about this who might help me?
- This helps you to apply reason to an emotional response before reacting.

Emotion management strategies

So what are the best strategies for managing emotions? And how do we avoid reactive outbursts and manage emotions effectively in the moment?

Here are some strategies from our Tools and Techniques for managing emotions and tapping into your body and brain's capacity for shifting negative emotions into a more positive or calm mood.

- Smile to make yourself feel good. Find a mirror, make it fun. If it doesn't feel right to start with, you will soon be laughing at yourself and feel better naturally. The muscles we use to smile will tell our brain we are happy. Do it for at least 30 seconds.

- Smile to make others feel good. Create that connection, open communication, trigger those mirror brain cells that make us experience empathy for others.

- Get up and move. Jump around. It is important to move our lymph nodes to get toxins out of our body. Our lymphatic system doesn't have muscles to get it moving; it works when we move other parts of our body and allow gravity to massage it. Bouncing is the best way. Raising our arms generates the release of hormones under our armpits – often referred to as 'happy hormones'. Again, this will tell our brain we are happy and make us feel better. Get up from your desk regularly.

- Check in with your body. Do a body scan. Take note of where you are holding tension and your overall physiology. Relate these tensions and changes to the emotion you are feeling to begin to understand where and how different emotions affect you.

- Physically remove the tension. If you feel tense in the arms, shake your arms; if you feel tight in your chest, stretch and expand or breathe deeply.

- Breathe. Take 6 deep diaphragmatic breaths. Our body cannot sustain anger through deep breathing. Let the lower lungs have that oxygen to pass around your body and brain. This will calm you and flood you with oxygen. You may feel tingly. Do it for at least 60 seconds.

- Talk to someone. Express your feelings to begin to resolve the situation. Vent to a friend or colleague rather than suppress emotions.

- Disengage and re-engage emotions. Park a challenging emotion to deal with later, rather than just avoiding it. Acknowledge and accept the feeling then use your emotional intelligence to help generate a more useful emotion.

- Label your emotion. The part of the brain that can label or name an emotion is the same part that 'feels' the emotion. Labelling is proven to reduce the intensity. Just by saying "I feel angry" you actually feel less angry.

- Label emotions for others. We can often disarm an emotionally charged situation by acknowledging what people are feeling. "I sense you are angry, can you tell me how you feel?" This encourages others to consider and label their emotions with greater accuracy: "Yes, I feel angry" or "No, I am not angry, I am annoyed".

Stress Management

This is a life skill that comes handy regardless of the situation **Dealing with Stressful Situations: The Four A's**

Change the situation:

- Avoid the stressor.

- Alter the stressor.

Change your reaction:

- Adapt to the stressor.

- Accept the stressor.

Stress management strategy 1: Avoid unnecessary stress
Not all stress can be avoided, and it's not healthy to avoid a situation that needs to be addressed. You may be surprised, however, by the number of stressors in your life that you can eliminate.

Learn how to say "no" – Know your limits and stick to them. Whether in your personal or professional life, refuse to accept added responsibilities when you're close to reaching them. Taking on more than you can handle is a surefire recipe for stress.

Avoid people who stress you out – If someone consistently causes stress in your life and you can't turn the relationship around, limit the amount of time you spend with that person or end the relationship entirely.

Take control of your environment – If the evening news makes you anxious, turn the TV off. If traffic's got you tense, take a longer but less-traveled route.

Stress management strategy 2: Alter the situation
If you can't avoid a stressful situation, try to alter it. Figure out what you can do to change things so the problem doesn't present itself in the future. Often, this involves changing the way you communicate and operate in your daily life. Express your feelings instead of bottlingthem up. If something or someone is bothering you, communicate your concerns in an open and respectful way. If you don't voice your feelings, resentment will build and the situation will likely remain the same.

Be willing to compromise. When you ask someone to change their behavior, be willing to do the same. If you both are willing to bend at least a little, you'll have a good chance of finding a happy middle ground.

Be more assertive. Don't take a backseat in your own life. Deal with problems head on, doing your best to anticipate and prevent them. If you've got an exam to study for and your chatty roommate just got home, say up front that you only have five minutes to talk.

Manage your time better. Poor time management can cause a lot of stress. When you're stretched too thin and running behind, it's hard to stay calm and focused. But if you plan ahead and make sure you don't overextend yourself, you can alter the amount of stress you'reunder.

Stress management strategy 3: Adapt to the stressor
If you can't change the stressor, change yourself. You can adapt to stressful situations and regain your sense of control by changing your expectations and attitude.

Reframe problems. Try to view stressful situations from a more positive perspective. Rather than fuming about a traffic jam, look at it as an opportunity to pause and regroup, listen to your favorite radio station, or enjoy some alone time.

Look at the big picture. Take perspective of the stressful situation. Ask yourself how important it will be in the long run. Will it matter in a month? A year? Is it really worth getting upset over? If the answer is no, focus your time and energy elsewhere.

Adjust your standards. Perfectionism is a major source of avoidable stress. Stop setting yourself up for failure by demanding perfection. Set reasonable standards for yourself and others, and learn to be okay with "good enough."

Focus on the positive. When stress is getting you down, take a moment to reflect on all the things you appreciate in your life, including your own positive qualities and gifts. This simple strategy can help you keep things in perspective.
Adjusting Your Attitude

How you think can have a profound effect on your emotional and physical well-being. Each time you think a negative thought about yourself, your body reacts as if it were in the throes of a tension-filled situation. If you see good things about yourself, you are more likely to feel good; the reverse is also true. Eliminate words such as "always," "never," "should," and "must." These are telltale marks of self-defeating thoughts.

Stress management strategy 4: Accept the things you can't change
Some sources of stress are unavoidable. You can't prevent or change stressors such as the death of a loved one, a serious illness, or a national recession. In such cases, the best way to cope with stress is to accept things as they are. Acceptance may be difficult, but in the long run, it's easier than railing against a situation you can't change.

Look for the upside. As the saying goes, "What doesn't kill us makes us stronger." When facing major challenges, try to look at them as opportunities for personal growth. If your own poor choices contributed to a stressful situation, reflect on them and learn from your mistakes.

Share your feelings. Talk to a trusted friend or make an appointment with a therapist. Expressing what you're going through can be very cathartic, even if there's nothing you can do to alter the stressful situation.

Learn to forgive. Accept the fact that we live in an imperfect world and that people make mistakes. Let go of anger and resentments. Free yourself from negative energy by forgiving and moving on.

Stress management strategy 5: Make time for fun and relaxation
Beyond a take-charge approach and a positive attitude, you can reduce stress in your life by nurturing yourself. If you regularly make time for fun and relaxation, you'll be in a better place to handle life's stressors when they inevitably come

Tolerance of Change and Uncertainty

Post covid situation change is constant. Dealing with uncertainty is an unavoidable part of daily life. Because we can't see the future, we can never be certain about what exactly is going to happen day to day. Research has found that people vary in their ability to tolerate uncertainty. That is, some people are okay with having a lot of uncertainty in their lives, and other people cannot stand even a small amount of uncertainty.

Anxious people, particularly those adults who worry excessively, are more likely to be very **intolerant of uncertainty.** They will often try to plan and prepare for everything as a way of avoiding or eliminating uncertainty.

How to improve upon tolerance of change and uncertainty skills
It is worth noting that humans have the natural tendency to oppose change. We get used to things because we've done them for a long time and changing from them is not so simple. To many people, this is not a natural skill but whether it is a natural skill or not, you can acquire and develop it.

To improve on this skill:

Prepare to face changes and uncertainties. Changes that come by surprise are more affective. We hear people say they least expected something. In this highly unpredictable world, you should expect anything.

Be slow to judge. Many a time, we are so quick to judge, criticize and condemn something or a new development. Learn not to pass outright judgment or criticisms against new ideas when you have not tried them out.

Be optimistic Harboring fears and doubts about something dampens your spirit, affects you emotionally, and can lead to very poor work rates. Instead of choosing to worry about things that might or might not occur, choose to reflect on positive memories and positive thoughts about the future.

Application of this skill involves:

1. Change the way you see uncertainty
How you perceive a situation dictates your response to it. And up until now, you probably viewed ambiguous situations as dangerous or threatening. That perspective doesn't serve you, and it only reinforces the belief that tolerating ambiguity is something you're bad at or otherwise want to avoid.

2. Take control
Remaining passive in the face of uncertainty places you in a position of powerlessness to your boss and peers. You end up feeling as if situations are happening to you. That's why assertiveness is a core aspect of embracing ambiguity. It helps you regain a sense of inner mastery, competence, and self-efficacy in the face of fast-changing external circumstances.

3.Don't react - respond
As a Sensitive Striver, you are more in touch with your emotions. Use this to your advantage to convey calm curiosity when ambiguity arises. While others may be frantic, your emotional equilibrium serves as a superpower.

4.Avoid over-reliance on plans
Ambiguous circumstances can be particularly scary for Sensitive Strivers because we do best with structure. And, it's true that organization can lead to efficiency, but it's also possible to over-optimize and become too dependent on the plans you've made and the system you abide by.

5.Embrace the inevitable
One of the scariest things about accepting ambiguity in the workplace is the inability to plan for the unexpected.

Taking Criticism

Criticism is a cornerstone of self-improvement because it has the ability to provide you with valuable feedback on your weaknesses. It hurts because it highlights the gap between the person we are and the one we want to be. Criticism equates to hearing what we need to rather than want to hear, and while not all criticism is well-intended, constructive criticism from those who know us well or have relevant expertise is the foundation of growth and change.

While receiving criticism categorise it into:

1. Use the Feedback Sandwich method

The Feedback Sandwich method is a popular way to give constructive criticism. In this method, you "sandwich" constructive criticism between two pieces of praise or positivity. The "sandwich" should consist of "positive-improvement-positive" feedback. Thefirst item in the feedback focuses on strengths and positivity - what the caregiver doeswell. Opening the conversation with positivity lets your caregiver know you are not trying to attack them. Moreover, it sets the focus on positivity instead of focusing only on the areas for improvement. The second item is the criticism - areas that the caregiver needs to improve. Finally, the feedback rounds out with either positive results to be expected after the criticism is acted upon, or a reiteration of the first positive comments. Ending with positive comments is helpful as it leaves the caregiver on a high note rather than a bad one. Additionally, it reminds the caregiver that they have great skills that are valuable to the agency.

2. Don't focus on the caregiver, focus on the situation

Detach the caregiver from the situation. It's very critical to focus on the behavior, situation, action, etc. instead. One technique to accomplish this is to remove the "you" voice. For instance, instead of saying "you are late" say "the care is delayed." Never make personal attacks or comments and be sure to use a passive voice. Using a passive voice moves the attention away from the caregiver and places it on the subject matter. For example, instead ofsaying "you gave poor care" say "the level of care you gave was poor." With passive voice, the subject becomes the level of care rather than the caregiver.

3.Give specific feedback

Specific feedback is actionable feedback. Giving general or vague criticism is not helpful and does not produce results. To prevent this, break your feedback down into key items or points. Within each point, give specific examples of the exact situation in which the caregiver exhibits behaviors you highlighted in the main point. One to two specific examples in each point is plenty. Doing so will easily illustrate your criticism and bring awareness to things the caregiver may not realize.

4. Ask for actionable items

Discuss items that the caregiver can change, not items that are out of their control. The purpose of feedback is to help caregivers improve, not to harp on things they can't.
Give specific recommendations on how to improve. Asking the Recommendations will complete the discussion in a helpful manner.

Self Confidence

Self-confidence enhances motivation, and this gives a time-inconsistent individual a strong incentive to build up the self-esteem of his future selves, so as to limit their procrastination. Having self-confidence can bring many benefits at home, at work, and within your relationships. Here's a look at a few of the positive effects self-confidence can have on your life.

- Openness to try new things. When you believe in yourself, you'll be more willing to try new things. Whether you apply for a promotion or sign up for a cooking class, believing in yourself is key to putting yourself out there.

- Better performance. When you feel confident in yourself, you're able to devote your resources to the task at hand.

- Better resilience. Confidence, or believing in yourself, can enhance your resilience, or ability to bounce back from any challenges or adversities you face in life.

- Improved relationships. Having a healthy dose of self-confidence can help keep your relationships happy and healthy.

Here are a few strategies which help in boosting your self-confidence.

1. **The first and foremost strategy for boosting** your self-confidence is to be optimistic by looking at things from a positive angle. By thinking positively, you not only are happy, but you also gain emerging hopes in solving a task and reaching your goal.

2. **It is rightly said that practice makes a man perfect.** So, keep practicing until you have mastered that job. Do a lot of workouts until you don't feel that expertise level of self-confidence.

3. **Begin with confidence in mind**. Though you may be doing something for the first time, develop the attitude as if you already have the confidence in finishing the task well. With that initial hope in mind, you will start working towards gaining knowledge in that area and do all sorts of research works to accomplish the task.

4. **At the very outset**, accept that whatever you do may not come out right at all times. You may fail to reach the desired result. Learn from such situations. Every failure of yours is going to be a healthy stepping stone for your next move. You might make another mistake, which is still fine. But ensure that you do not repeat the same mistake all over again.

5. **Conquer your emotions**, feelings, disturbances, and other bothering in life. Arrest them because you seriously got to accomplish your goal. Be more realistic and practical. Do self-evaluation. Act in a way to represent your own viewpoint as to whom you want to be and how you can aim and work towards your ultimate achievement.

6. **Appreciate yourself** for all the good times you passed by. Recollect and cherish and applaud yourself of all the rewards, recognitions, awards, certifications, appreciations, and felicitations you gained in the past. This will boost up not just your inner spirit and motivation, but also your self-confidence in driving your present task.

7. **Give up on thinking of being inferior**. Understand that everybody is equally capable of doing a task. Don't think of being lower than others. While it may be difficult to insert that in your mind initially, you can still work towards mastering that mentally equality attitude skill.

8.) **Accept and face new challenges**. Step out of your cozy comfort zone of picking and working out monotonous tasks. Only when you try something new, your interest levels will spike, and this, in turn, also helps in a great way to boosting your self-confidence.

9.) **Work and engage yourself** with others who express higher confidence levels in doing the task. With the collaborative effort, it will be easy for you to pick up any kind of task, given any situation, under any rigorous deadline. Soon, you will also be a person whom yourjuniors would want to look up to work in coordination with. You will also be in a position to offer that kind of cumulative effort to others who are in need of it. Such group activities are sure to yield positive results.

10.) The utmost important strategy is by taking care of not just your mind but also your body. Groom yourself towards good health. Eat healthy food that keeps you fit and strong. A strong body gives rise to strengthening your thoughts. All these will, in turn, boost up your confidence levels.

Adaptability & Resilience

In nature, resilience and adaptability are key traits for survival. Indeed, when Charles Darwin said "survival of the fittest," he did not mean the quickest, the strongest or the smartest life-forms; rather, he was referring to those that were most capable of adapting to their environmental conditions.

There are a number of ways to improve resilience and adaptability.

1. Adaptable teams are great at creative thinking. Thinking creatively helps teams consider different ways of completing a task, thus making them more flexible and resilient.

2. Most people feel uncomfortable with ambiguous and confusing work details. When teams learn to be more comfortable with uncertainty, they will learn how to remain positive in challenging situations.

3. Successful meaning management means cultivating employees' emotional intelligence. Employers can offer classes that focus on self-management, which can help employees adapt to changing teams and new co-workers.

4. Grit is that fighting spirit that sets some employees apart. It can be defined as 'having the passion and perseverance to pursue your long-term goals' (Davis Laak, 2014). However, if grit means that an employee is striving to achieve challenging goals, this will almost certainlymean that they will encounter obstacles. When this occurs, workers have the chance to show resilience, as resilience is needed to overcome these hurdles.

Approaches to adaptability and resilience

1. Positivity
By taking a positive stance at work, employees are more able to adapt to adversity and also hold on to a sense of control over their work environment. It is the 'opposite' of burnout, which is characterized by emotional exhaustion, physical tiredness, and cognitive fatigue or 'weariness'.

2. Emotional Insight
Another example of building personal resilience at work is by developing and strengthening emotional insight. Insight is closely related to emotional intelligence. Individuals with a level of insight have a level of awareness about the full range of emotions they experience, from 'negative' through to 'positive'.

3. Balance
Individuals can build personal resilience at work by achieving a healthy work-life balance. This is especially challenging in the world we are living in. Technology can mean that employees may have access to work 24 hours a day, 7 days a week.

In order to be able to bounce back from stressful situations, i.e. to be resilient, workers need to have the energy that can be easily depleted if a healthy work-life balance is not in place. Workers need time to relax, unwind and recuperate.

4. Spirituality
Having a sense of spirituality has been linked to developing resilience at work. This may be related to reducing vulnerability and the impact that adversity in the workplace has on the individual. Finding meaning in work, and feeling that this work is contributing to a greater good, can buffer against the effect of stress.

5. Reflection

Becoming more reflective is another way individuals can build resilience at work. In other words, being in tune with one's emotions and emotional reactions can serve to buffer against the effect of stress. Being aware of possible 'triggers' to stress can provide individuals with the opportunity to prepare and gather resources so they are better able to 'bounce back'.

<div align="center">Assertiveness</div>

Being assertive means expressing your thoughts, opinions, feelings, attitudes and rights in an open and honest way. When you're assertive, you stand up for yourself, while still respecting others. At work, assertiveness involves balancing getting what you need with being respectful of the needs and rights of your coworkers, subordinates, and supervisors.

There are three styles of communication that people use: Passive, Assertive, and Aggressive.

Passive:

- Tends to give in to other people's wishes while forgetting their own needs and wants.

- Has a difficult time saying no to people.

- Has a hard time making decisions.

- Has a hard time maintaining eye contact.

- Avoids confrontation at all costs (e.g., not speaking up when a co-worker pronounces your name wrong).

Aggressive:

- Tends to be concerned only for their needs at the expense of others' needs.

- Has a tendency to lose their temper.

- May make decisions for other people.

- May shout or use bully techniques to get their way.

- May continue to argue long after someone has had enough.

- When angry, may call others names or even use obscenities.

- May openly criticize or find fault with others ideas, opinions, or behaviours.

- Uses confrontation to get what they want.

Assertive: Which is a vital skill

Concerned with both their needs as well as other people's needs.
Able to express themselves with other people.
Able to respond in a respectful manner when there is a disagreement.
Able to ask for help.
Confident and able to make decisions.
Able to appropriately say no to people/places/things they do not want.
Responsible for their own feelings/behaviors/thoughts.

Keys to Assertive Communication

- Be aware of your body language.

- Make direct eye contact, but soften your eyes so you're not challenging.

- Keep your tone of voice even and normal while also being sure not to raise the volume of your voice.

- Keep your physical stance open; uncross arms and legs.

- Use "I statements" to address the issue so that the focus is on your need, "I can't meet that deadline but would like to help you reach your goal."

- Be specific and direct in making your point such as "I will need more hours to finish that task. Can you approve this?"

- Make your request direct instead of non-direct such as "Will you please have that finished by today." instead of "Do you think it will be done by today?"

- Sum up the main point and your agreement. This helps everyone to be clear about the plan and outcome expected.

<div align="center">

Competitiveness

</div>

Competitiveness is derived from the word compete. To compete means to strive for the same object, position, or reward that another person is striving for.Competitiveness refers to the skill or ability to contend with rivals for the same objective or prize. Competiveness does not necessarily mean an ability to beat all your rivals but rather, your thirst and willingness to be involved in competition; to staying in competition and not be booted out or totally outclassed.

It's necessary to develop this skill by being mindful of the following features:

- Spread your tentacles. Acquire a diversity of skills. Study a little form various fields so that you have a fair knowledge on a variety of jobs. You can do this by taking short professional courses in other fields in addition to your degree.

- Develop a core competence. Acquiring so many skills or certificates without mastering one field or skill can make you a jack of all trades, master of none. Develop a core competence – master one or two specific skills in a particular area of specialization till you become impossible to be ignored in that field.

- Develop a competitor's mindset. Your ability to remain competitive depends on a prepared mindset. Perceive yourself as a warrior who never gives up until all enemies are conquered. Build an "I can do" it better mentality and always work hard to prove that fact.

- Be purposeful. Every person who possesses genuine competitiveness is a goal setter. Once an objective is achieved, they set another. When earlier knowledge and skills become obsolete, competitive professionals are least worried because they possess modern skills and qualifications as well to keep moving.

Self Assessment

Reflective practice is, in its simplest form, thinking about or reflecting on what you do. It is closely linked to the concept of learning from experience, in that you think about what you did, and what happened, and decide from that what you would do differently next time.Thinking about what has happened is part of being human. However, the difference between casual 'thinking' and 'reflective practice' is that reflective practice requires a conscious effort to think about events, and develop insights into them.

Reflective Practice as a Skill
Various academics have touched on reflective practice and experiential learning to a greater or lesser extent over the years, including Chris Argyris (the person who coined the term 'double-loop learning' to explain the idea that reflection allows you to step outside the 'single loop' of 'Experience, Reflect, Conceptualise, Apply' into a second loop to recognise a new paradigm and re-frame your ideas in order to change what you do).

They all seem to agree that reflective practice is a skill which can be learned and honed, which is good news for most of us.

Neil Thompson, in his book People Skills, suggests that there are six steps:

Read - around the topics you are learning about or want to learn about and develop
Ask - others about the way they do things and why

Watch - what is going on around you
Feel - pay attention to your emotions, what prompts them, and how you deal with
 negative ones
Talk - share your views and experiences with others in your organisation
Think - learn to value time spent thinking about your work

In other words, it's not just the thinking that's important. You also have to develop an understanding of the theory and others' practice too, and explore ideas with others.

Reflective as a shared activity: Indeed, some social psychologists have suggested that learning only occurs when thought is put into language, either written or spoken. This may explain why we are motivated to announce a particular insight out loud, even when by ourselves! However, it also has implications for reflective practice, and means that thoughts not clearly articulated may not endure.It can be difficult to find opportunities for shared reflective practice in a busy workplace. Of course there are some obvious ones, such as appraisal interviews, or reviews of particular events, but they don't happen every day. So you need to find other ways of putting insights into words.

Although it can feel a bit contrived, it can be helpful, especially at first, to keep a journal of learning experiences. This is not about documenting formal courses, but about taking everyday activities and events, and writing down what happened, then reflecting on them to consider what you have learned from them, and what you could or should have done differently. It's not just about changing: a learning journal and reflective practice can also highlight when you've done something well.

Enthusiasm

Enthusiasm should be natural but if you don't have it, you can still develop it. Though some people have a strong enthusiasm, they are not able to express or communicate it. The tips below will help you improve on this skill.

- See the positive sides of every situation you find yourself in. Identifying something positive in the midst of negativity can change your perception about that particular situation. You can focus on that positive thing and work towards achieving it.

- Associate yourself with enthusiastic people. As we discussed above, enthusiasm is infectious. If you see an enthusiastic colleague, draw closer to them and befriend them. The more you talk and build a relationship, you will realize that you are beginning to exhibit some of his enthusiastic traits.

- Be cautious of the kind of information you access. Negative voices, from people around you or the media, can sap your enthusiasm. Learn to replace such

negative information with positive ones and dissociate from such people and sources.

Some applicable benefits of enthusiasm as a skill are:

- The enthusiastic person is not easily demotivated by temporal crisis. He still enjoys working even when all is not well at the work place. This helps him work effectively – It becomes easier to ignore obstacles or challenges while concentrating on your task.

- The ability to demonstrate enthusiasm for a job during job interviews and applications is one skill that distinguishes the enthusiastic applicant from the others. In other words, it helps you gain recognition.

- Enthusiasm is infectious. With time, people are affected by the zealousness and passion of their colleagues. A single enthusiastic person can transform the workplace atmosphere into a positive, exciting and vibrant working atmosphere.

- Great testimonials of enthusiastic people from their previous workplaces and schools are not hard to find.

Empathy

Empathy is the ability to accurately put yourself "in someone else's shoes"– to understand the other's situation, perceptions and feelings from their point of view – and to be able to communicate that understanding back to the other person. Empathy is a critical skill for you to have as a leader. It contributes to an accurate understanding of your employees, their perceptions and concerns. It also enhances your communication skills because you can sense what others want to know and if they are getting it from you or not. Ideally, your employees can learn skills in empathy from you, thereby helping them to become more effective leaders, managers and supervisors themselves.

Empathy is sometimes confused with sympathy. Sympathy involves actually being affected by the other person's perceptions, opinions and feelings. For example, if an employee is frustrated and sad, the sympathetic leader would experience the same emotions, resulting in the leader many times struggling with the same issues as the employee. Thus, sympathy can actually get in the way of effective leading.
There are also, however, different types of empathy that have been defined by psychologists. These are cognitive, emotional and compassionate empathy.

1.Cognitive Empathy
Cognitive empathy, also known as 'perspective-taking' is not really what most of us would think of as empathy at all.Cognitive empathy is basically being able to put yourself into someone else's place, and see their perspective.

2.Emotional Empathy

Emotional empathy is when you quite literally feel the other person's emotions alongside them, as if you had 'caught' the emotions.

Emotional empathy is also known as 'personal distress' or 'emotional contagion'. This is closer to the usual understanding of the word 'empathy', but more emotional.

Emotional Empathy can be both Good and Bad

Emotional empathy is good because it means that we can readily understand and feel other people's emotions. This is vital for those in caring professions, such as doctors and nurses, to be able to respond to their patients appropriately. It also means that we can respond to friends and others when they are distressed.

Emotional empathy is bad, because it is possible to become overwhelmed by those emotions, and therefore unable to respond. This is known as empathy overload, and isexplained in more detail in our page on Understanding Others.

3.Compassionate Empathy

Finally, compassionate empathy is what we usually understand by empathy: feeling someone's pain, and taking action to help.The name, compassionate empathy, is consistent with what we usually understand by compassion. Like sympathy, compassion is about feelingconcern for someone, but with an additional move towards action to mitigate the problem.

Guidelines to Develop Empathy as a personal skill

1. Experience the major differences among people.

One of the best examples of strong skills in empathy is people who have traveled or worked in multicultural environments. They have learned that the way they see and experience things is often different from others. People with little or no skills in empathy might have an intellectual awareness of these differences. However, until they actually experience these differences, their skills in empathy will probably remain quite limited.

2. Learn to identify your own feelings – develop some emotional intelligence.

Many of us are so "processed" and "sophisticated" about feelings that we cannot readily identify them in ourselves, much less in others. For example, we might perceive thoughts to be the same as feelings. So when someone asks you how you feel about a project, you might respond, "I think we have a lot to do." Or, we might not distinguish between related emotions, for example, between frustration and irritability or happiness and excitement.
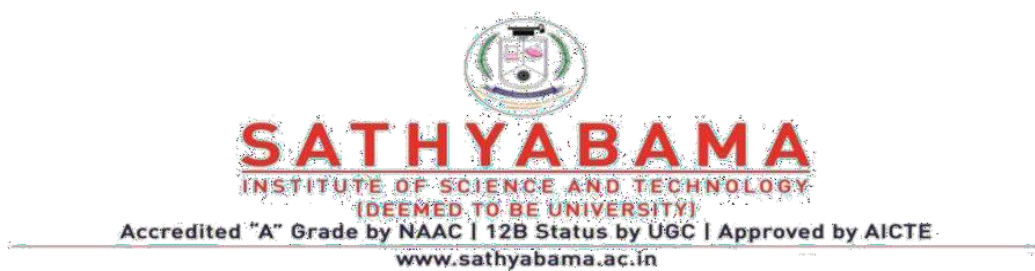
SCHOOL OF SCIENCE AND HUMANITIES

DEPARTMENT OF ENGLISH

UNIT – V – SOFT SKILLS – SHS5020

UNIT V

Professional Skills & Creativity

Problem Solving

Problem solving is the act of defining a problem; determining the cause of the problem; identifying, prioritizing, and selecting alternatives for a solution; and implementing a solution.

Universal problem-solving skills techniques:

- Defining the Problem: Deeply understanding a problem through research, leading to better solutions. Research can include interviewing, reading books and emails, analyzing financial data, searching your organization's intranet, and organizing your findings.
- Brainstorming: Creating a myriad of new solutions quickly. In group brainstorms, allow everyone to state ideas. Appreciate all input, and avoid criticism. Then, organize solutions into groups around common themes.
- Analyzing: Using disciplined thought processes to evaluate each possible solution. Besides listing their costs and benefits, you might apply deductive reasoning, game theory, and the rules of logic (including fallacies) to them.
- Managing Risk: Anticipating and trying to avoid the downsides of key solutions. Your team can list potential risks, rate how likely each is, predict a date by which each might either happen or no longer be an issue, and devise ways to reduce those risks.
- Deciding: The ability to decide on a solution and move forward with it. After an appropriate amount of time, an analysis of possible solutions, and feedback from team members, a designated decider must choose and implement a solution.
- Managing Emotions: Applying emotional intelligence in order to improve your and your team members' ability to think clearly. This requires you to recognize emotions in yourself and others, manage feelings, and channel emotions into useful work.

Critical Thinking

Critical thinking is the ability to think clearly and rationally, understanding the logical connection between ideas. Critical thinking has been the subject of much debate and thought since the time of early Greek philosophers such as Plato and Socrates and has continued to be a subject of discussion into the modern age, for example the ability to recognise fake news.Critical thinking might be described as the ability to engage in reflective and independent thinking.

Critical thinkers rigorously question ideas and assumptions rather than accepting them at face value. They will always seek to determine whether the ideas, arguments and findings represent the entire picture and are open to finding that they do not.Critical thinkers will identify, analyse and solve problems systematically rather than by intuition or instinct.

Someone with critical thinking skills can:

- Understand the links between ideas.

- Determine the importance and relevance of arguments and ideas.

- Recognise, build and appraise arguments.

- Identify inconsistencies and errors in reasoning.

- Approach problems in a consistent and systematic way.

- Reflect on the justification of their own assumptions, beliefs and values.

Critical thinking is thinking about things in certain ways so as to arrive at the best possible solution in the circumstances that the thinker is aware of. In more everyday language, it is a way of thinking about whatever is presently occupying your mind so that you come to thebest possible conclusion.

Critical Thinking is:

A way of thinking about particular things at a particular time; it is not the accumulation of facts and knowledge or something that you can learn once and then use in that form forever, such as the nine times table you learn and use in school.

The Skills We Need for Critical Thinking
The skills that we need in order to be able to think critically are varied and include observation, analysis, interpretation, reflection, evaluation, inference, explanation, problem solving, and decision making.

- Think about a topic or issue in an objective and critical way.
- Identify the different arguments there are in relation to a particular issue.
- Evaluate a point of view to determine how strong or valid it is.
- Recognise any weaknesses or negative points that there are in the evidence or argument.
- Notice what implications there might be behind a statement or argument.
- Provide structured reasoning and support for an argument that we wish to make.

The Critical Thinking Process

- You should be aware that none of us think critically all the time.
- Sometimes we think in almost any way but critically, for example when our self control is affected by anger, grief or joy or when we are feeling just plain 'bloody minded'.
- On the other hand, the good news is that, since our critical thinking ability varies according to our current mindset, most of the time we can learn to improve our critical thinking ability by developing certain routine activities and applying them to all problems that present themselves.
- Once you understand the theory of critical thinking, improving your critical thinking skills takes persistence and practice.

Try this simple exercise to help you to start thinking critically.

Think of something that someone has recently told you. Then ask yourself the following questions:

- Who said it?

- Someone, you know? Someone in a position of authority or power? Does it matter who told you this?

- Did they explain the reasoning behind their opinion? Were they trying to make someone look good or bad?

- How did they say it?

- Were they happy or sad, angry or indifferent? Did they write it or say it? Could you understand what was said?

- What are you Aiming to Achieve?

One of the most important aspects of critical thinking is to decide what you are aiming to achieve and then make a decision based on a range of possibilities..

The Benefit of Foresight
Perhaps the most important element of thinking critically is foresight.

Almost all decisions we make and implement don't prove disastrous if we find reasons to abandon them. However, our decision making will be infinitely better and more likely to lead to success if, when we reach a tentative conclusion, we pause and consider the impact on the people and activities around us.

The elements needing consideration are generally numerous and varied. In many cases, consideration of one element from a different perspective will reveal potential dangers in pursuing our decision.

For instance, moving a business activity to a new location may improve potential output considerably but it may also lead to the loss of skilled workers if the distance moved is too great. Which of these is the more important consideration? Is there some way of lessening the conflict?

These are the sort of problems that may arise from incomplete critical thinking, a demonstration perhaps of the critical importance of good critical thinking. Critical thinking is aimed at achieving the best possible outcomes in any situation. In order to achieve this it must involve gathering and evaluating information from as many different sources possible.Critical thinking requires a clear, often uncomfortable, assessment of your personal strengths, weaknesses and preferences and their possible impact on decisions you may make.

Critical thinking involves reviewing the results of the application of decisions made and implementing change where possible.It might be thought that we are overextending our demands on critical thinking in expecting that it can help to construct focused meaning rather than examining the information given and the knowledge we have acquired to see if we can, if necessary, construct a meaning that will be acceptable and useful.

Innovation

Innovation skills refer to the talent of exploiting new ideas for the purpose of gaining social or economic value. Innovation skills are usually a combination of one's ability to think creatively, problem-solving ability, as well as functional and/or technical abilities.The skills and techniques of innovative thinking are not just vital in work, but useful in everyday life as well, helping us to grow and develop in new situations and think about how to adapt to change more easily.

At an organisational level, there are **four main categories of innovation,** which can be distinguished by whether the problem is well-defined, and whether it is clear who is best placed to solve it.

These categories of innovation are:

- Basic research, where there is no clearly defined outcome. The idea is to explore how something works. Many commentators consider that basic research is not innovation because it does not involve the application of the new findings. However,

it is an essential precursor to much innovation because it is often only by understanding how things work that new ideas emerge or can be applied.

- Sustaining innovation, where the problem is clearly defined, and it is also clear who is best placed to solve it. An example of this type of innovation is the iPod, where Steve Jobs had a clear idea that there was a market for a device that allowed you to 'put 1000 songs in your pocket'. The nature of the problems was clear, as were the skills needed to address them.

- Disruptive innovation, which introduces new approaches to old products or services. A good example of this would be the development of budget airlines, which cut out the expensive parts of the service that people tended not to value and radically cut the cost.

- Breakthrough innovation involves a paradigm shift and often, but not always, requires someone from outside to bring a new perspective.

- Different environments will favour different categories of innovation. For example, basic research is best done in an environment where there is very little pressure to solve particular problems but where the pursuit of knowledge for its own sake is valued, such as a university.

Sustaining innovation is the most likely to emerge from an established R&D program in a large company. Big companies can invest in developing new ways of using existing technology, or improving existing technology to make it cheaper or better quality, and would expect to see a reasonable return on such investment.

Disruptive innovation tends to happen where new competitors emerge in an established industry, partly because a new company can think differently. It's very hard to innovate disruptively deliberately, because it's often not clear what the problem is that you're trying to solve. Those companies that have done so successfully tend to have looked at the existing offering, and then very deliberately targeted the areas that it does not meet.

Troubleshooting

In simple words, troubleshooting skills are the problem solving abilities of a person. It requires a system of thoughts and actions to overcome any challenges that you or others face. Ideal troubleshooting skills mean you begin with gathering maximum information to define the actual problem, and provide the best possible solution by generating and evaluating all possible solutions.

The last but most significant part of this ability is to follow up on one's action and check whether or not the problem is actually solved.

Why are troubleshooting skills Important

- It is a common belief that if there are no challenges or problems found in your efforts towards the smooth operation of your business, something is definitely wrong. That is how inevitable problems are in the daily work routine.

- Better troubleshooting skills mean greater opportunity for improvement. Probably that is the reason why true success is not believed to be in preventing problems from occurring at all but in troubleshooting when they do occur. This explains whyproblem seekers are usually more creative than problem avoiders.

- Troubleshooting skills are a necessity for any organization because whenever a difference between the actual and desired state is seen and a problem is identified, these skills will help you bridge the gap and make a better future a possibility.

How to improve troubleshooting skills

- Work on your ability to listen carefully. The more you listen, the better will be your understanding of the problem at hand and how it affects others. Whether you are listening to a complaint about the problem or an advice on how to resolve it, it all helps you gather useful information.
- Try to understand everybody's interests. Never stick to one particular solution, ignoring the true interests. Try to understand what each and every person expects from the solution i.e. what are their needs that need to be fulfilled with the solution. Then the solution that satisfies everybody's interests should be chosen as the best one. Listening carefully, as mentioned above, plays a great role in your ability to do so.
- Communicate the decisions. This is also an important tip for bringing about improvement in your troubleshooting skills because the feedback that will be received afterwards will help in compensating for any deficiencies in the measures taken for solving the problem.

Organizational Planning

Organizational planning is the process of defining a company's reason for existing, setting goals aimed at realizing full potential, and creating increasingly discrete tasks to meet those goals. **There are four phases of a proper organizational plan**: strategic, tactical, operational, and contingency.

1. Develop the strategic plan

Steps in this initial stage include:

Gather data about your company, like performance-indicating metrics from your sales department Perform a **SWOT analysis**; take stock of your company's **strengths,weaknesses, opportunities, and threats** Set big picture goals that take your mission, vision, values, data, and SWOT analysis into account.

2. Translate the strategic plan into tactical steps

At this point, it's time to create tactical plans. Bring in middle managers to help do the following:

Define short-term goals -quarterly goals are common- that support the strategic plan for each department, such as setting a quota for the sales team so the company can meet its strategic revenue goal.

3. Plan daily operations

Operational plans, or the processes that determine how individual employees spend their day, are largely the responsibility of middle managers and the employees that report to them.

4. Execute the plans

It's time to put plans into action. Theoretically, activities carried out on a day-to-day basis (defined by the operational plan) should help reach tactical goals, which in turn supports the overall strategic plan.

5. Monitor progress and adjust plans

No plan is complete without periods of reflection and adjustment.

Depending on the outcome of those reviews, your org may wish to adjust parts of itsstrategic, tactical, or operational plans. For example, if the sales team didn't meet their quota their manager may decide to make changes to their sales pipeline operational plan.

<center>**Scheduling and Time management**</center>

Scheduling is the art of planning your activities so that you can achieve your goals and priorities in the **time** you have available.Time Management is "Putting first things first". People who practice this are perceived as practicing

- effectiveness first than efficiency,
- importance over urgency, and
- relationships before schedules.

Step 1: List all of your tasks and assignments
Writing down your tasks and assignments helps you think about what needs to be done. It is a useful exercise that will help you to make sure that nothing is overlooked.

If any of your tasks are part of a bigger project that depends on work being completed by others, you'll want to consult with them to make sure everything is captured. Make sure you include everybody who will be involved..

Step 2: Define your priorities
In this step, you need to identify which tasks are the most important. To define your priorities, you may want to use the following criteria as defined in the Eisenhower Matrix:

Important and urgent: These are tasks that are done immediately and personally. There is no leeway on the deadline.

Important but not urgent: These are the tasks you have committed to complete and that have a solid due date, but they don't need to be done today. It is still important to schedule time to complete these tasks or they will end up being moved to Important/Urgent quadrant.

Not important but urgent: These are usually tasks that need to be completed immediately, but not necessarily by you. Try to delegate as much as possible.
Not important and not urgent: These tasks can be defined as "busy work." These type of tasks have little or no value and should be eliminated if possible.

Step 3: Estimate the time it will take to complete each prioritized task
If you are working on a project that involves a team, you may want to consult with team members to help you determine how much time it will take to finish individual tasks. You may want to try one of these estimation methods:

Expert judgment
Confer with people familiar with or experienced in working on a similar task. Their experience can help you define a reasonable time frame to complete the task.

Analogous estimation
Look at similar past projects to estimate how long this project will take. For example, if it took you 30 minutes to update information on a web page, you can reasonably estimate that itwill take 30 minutes to update a web page of similar length.

Parametric estimation
This strategy is similar to analogous estimating except that it allows for scalability. For example, if it takes you two hours to mow a one-acre lawn, you can estimate that it will take you four hours to mow a two-acre lawn.

PERT estimation

This technique uses a weighted average of three numbers to define a final estimate: the most optimistic (O), the most pessimistic (P), and the most likely (M). The estimate is calculated with this formula:

$$(O + P + 4 \times M) / 6$$

For example, you estimate that a task will most likely take 10 hours to complete. The most optimistic estimate, where everything goes right, is six hours. The most pessimistic estimate, where everything goes wrong, is 20 hours. If you want your calculation to be weighed more toward your most likely estimate, your calculation would look like this:

$$(6 + 20 + 4 \times 10) / 6 = 66/6 = 11 \text{ hours}$$

Use **Lucidchart to create a PERT chart that helps you determine your dependencies and the minimum time necessary to complete a project.**

Step 4: Schedule contingency time

You need a little white space in your schedule. You may be tempted to fill that white space with additional projects. Be careful not to commit to more than you can realistically handle.

Technology Savvy

According to Oxford Dictionary, a tech-savvy person is someone who is well informed about the modern technology, and also uses his/her skills in order to take advantage of the current technology. In other words, you're a tech-savvy if you know how to deal with a PC, a smart device, and maybe certain software and tools.

Strategies to Help You Improve Your Tech-Savvy Skills

As mentioned earlier, if you don't have any technical skills, it's never too late to learn some. Check out these awesome strategies and take action as soon as you can. Taking action towards this aspect will improve your future and increase the amount of opportunities that you will obtain.

1.   Read Technical Books

What other better way of learning something other than reading a professional book? You can find thousands of books online and even in bookstores. Choose whichever suits your needs.Choosing a technical book is easy, as you can get easy access to reviews and comments for each specific product that you buy. Amazon is the best source of technical books; you can order paperback and even read online using the kindle option.

2. How-To Online Videos

You can find almost any type of video tutorial if you're actually looking for it. YouTube is your best bet in this case, and you'll get awesome tutorials for free. If you're interested in a specific subject, just type some relevant keywords regarding the topic and add "how-to" at the end of your search. You can also buy professional made videos from Udemy, as this marketplace offers a lot of instructional digital materials.

3. Join a Computer Club

You can find all sorts of organizations which deal with technical skills. For example, a computer club would be your best choice for improving your technical skills. You can join these types of organizations even if you're not in college; you can find them on Google.

Even if it's not exactly a computer club, make sure that the organization deals with technical aspects and has some tech-savvy members which can teach you stuff.

4. Volunteer & Learn from The Best

Volunteering is another choice that will facilitate the learning of technical skills. Depending on what type of volunteering campaign you join, you will come across a lot of tech-savvy professionals. That will happen of course only if you choose a specific techy group.

Speak to those individuals who you believe that can help you develop the necessary skills, and promise to give back the help as soon as you get the chance.

5. Order Personalized Tutorials

Here's a unique method of learning new technical skills. You may need certain aspects and information for more skills, but you need to have them all together. In case you don't find any resources that can provide all the information you need, you can choose to outsource the knowledge.

6. Subscribe to Tech-Savvy Social Media Pages and E-mail Newsletters

Here's a good way of getting constant updates and relevant information regarding the topics you want to master. First thing you have to do is look for websites that can offer you the right information. Then, subscribe to their e-mail newsletter and you will usually receive planned e-mails with valuable information.

Check their social media profiles. Do they have a Facebook, Twitter, LinkedIn profile? If so, follow them around and see what they're posting each day.

7. Practice, Practice, Practice

Repetition is the key to success. A lot of knowledge is useless if it's not being practically used. Being a tech-savvy person is all about the abilities that you have, and not necessarily the information that you hold.

The moment you learn something new, begin testing it until you get some productive results. I'm telling you; being a tech-savvy isn't hard…you just have to get the necessary momentum to get started.

<center>**Trend Awareness**</center>

Business trend awareness as a skill refers to one's ability to be conscious of the changing ways in which businesses are developing. For example, the vitality of online presence for having a business that thrives originated from a mere trend of internet usage.

Why is business trend awareness important?
If your business is not amongst those that can instigate a trend, the least your business can do is to follow such trends. For this reason, people running a business must have business trend awareness skills and be able to reap the following benefits:

Enhanced forecasting ability. If you are able to understand the current trends and predict the future ones surrounding your business, forecasting the future of your business will be a lot easier for you. It will enable you to make better strategic decisions, capitalize on good business opportunities, and overcome the fierce competition that your business might face.

Helps in determining the required changes for improvement. If you know all about the current and future business trends, you can compare with them your current strategies.Anything that does not match must be improved. This way the business trends become a reliable guide for determining the required changes in one's business or strategies.

Following are some of the ways you can improve your business trend awareness as a skill and step into the path of success:

Start with yourself. Always begin by identifying trends in your own business before moving to those of others. Is there a decline in the sales of a particular product that was once generating the most revenues? Are your current or prospective customers asking questions that nobody asked previously? If yes, then there are probably some business trends that have been established and you need to start following before they find their way into the mainstream.
Carefully observe your competitors. Your competitors are usually the best source of information regarding the new business trends. Take a look into what trends are the leading companies embracing to drive their success. It may be difficult to dig in so deep but knowing the new strategies of such leading companies can also help in predicting the future business trends.

Attending conferences, taking part in local events and signing up for training sessions are some of the best opportunities for networking. Face-to-face discussions with colleagues can also be very insightful. Through such opportunities of information exchange, you can keep yourself up-to-date on what is happening around you, improving your business trend awareness as a skill.

Research

Research skills refer to an individual's ability to find and evaluate useful information related to a specific topic. These skills include performing investigations, using critical analysis, and forming hypotheses or solutions to a particular issue. Research skills are valued by employers in various industries and are beneficial to employees in all types of positions. Having these skills is imperative to advancing your career as they directly relate to your ability to gain insight and inspire action in both yourself and others.

Why are research skills important?

- Research skills are necessary for the workplace for several reasons, including that they allow individuals and companies too
- Identify problems that are hindering performance or the ability to complete tasks
- Come up with viable solutions to those problems
- Evaluate resources and the best way to utilize those resources to promote increased efficiency
- Come up with new services or products
- Identify the needs of a company's target customer to better meet those needs through products and services
- Stay up-to-date with industry trends and market demands
- Learn new ways of doing things to adapt and evolve to meet workplace demands

There are several things you can do to improve your research skills, including:

- **Identify your objective**. Before you start researching something, it's important to clearly define your purpose for performing the research. For example, if you're researching market trends, are you doing so to analyze the competition or to find out what types of trends your target audience is most drawn to? While you're still researching market trends, these two objectives are very different and will dictate how you go about your research.
- **Learn how to identify quality sources.** Not all sources are created equal, and knowing how to recognize quality sources will support your research efforts and ensure your findings are reliable. Ensuring that the author of the source is an expert in that field and that the source agrees with other similar sources is a good way to verify validity.
- **Practice good organization.** When researching, you'll likely come across various pieces of information. Practising good organization techniques, such as using bookmarks on your Internet browser or printing out information and using a filing

system, ensures you don't lose important pieces necessary to draw viableconclusions.

Using research skills at work

Here are a few ways you can incorporate your research skills in the workplace:

- **Prepare.** Before you start a new project, take time to set goals and ensure you have everything you need to complete the research.
- **Use various sources.** Utilizing several different sources when performing research at work is a good way to ensure you find the information you're looking for and that the data is accurate and agrees with other sources.
- **Consult with coworkers.** Comparing your findings with colleagues is an important part of the research process and ensures that the same information is being found and utilized across departments.
- **Communicate.** Practicing good communication is an essential component of the research process.

Business Etiquette

Business etiquette is a set of manners that is accepted or required in a profession. Often upheld by custom, it is enforced by the members of an organization. Those who violate business etiquette are considered offensive. The penalty for such behavior frequently lies in the disapproval of other organization members. Although these aren't iron-clad rules, stickingto them will serve you well.

1) Ask the right way.
Hoping for a favor or slot on another person's calendar? Don't be vague or unclear when you ask. This might seem respectful -- you're requesting their time or help, so you want to let them set the terms -- but it actually puts more work on their plate.

Instead of asking, "Would you be open to getting coffee sometime soon?" ask, "Could we go to Good barrow Coffee on Tuesday to discuss launch campaigns?"

If that works for the person, it's an easy yes. If it doesn't, they can simply propose a more convenient time and/or place.

2) Introduce yourself properly.
When someone new enters the room, stand up to shake their hand. This shows respect.

You should also say your full name (first and last).

Always shake hands. The one exception? If you have a contagious illness. Say, "It's great to meet you, [name]. I'd shake your hand, but I'm unfortunately getting over [sickness] and I'd hate to pass it your way.". Hint covid.

3) **Watch the clock**.
Being on time is common courtesy. After all, tardiness tells those you're meeting that you value your time more than you value theirs. You should always give yourself enough time between commitments that you won't be late even if your meeting runs over, you hit traffic, you can't find your destination. That being said, occasionally running late is inevitable. Give the other people as much advance notice as possible. As soon as you know you're probably not going to make it, call or email them. Finally, end meetings on time or even earlier. You'll earn a lot of goodwill by finishing a planned hour-long conversation 10 minutes early.

4) **Put your devices away.**
Even if everyone you see is glued to their phone, stash yours away. Listening to music, scrolling through social media, and sending messages gives the impression you don't want to be disturbed which can seem standoffish and destroys the probability anyone will start a conversation with you.

5) **Don't dress too casually.**
Now that super laid-back offices are the norm, it's tempting to adopt a year-round wardrobe of flip flops, shorts or jeans, t-shirts, etc. If you regularly talk to prospects, make sure you're as formal -- if not more -- than them. Do they wear business casual? Change into slacks and a nice shirt before you meet them, or (if you're having a virtual meeting) keep a button-up at your desk so you look formal from the waist up.You should also model your style after your manager's. Strive for their level of formality it won't steer you wrong.

6) **Don't interrupt.**
No matter how passionate or enthusiastic you get, try to let others speak without breaking in. Interruptions tell people you think your opinion is better or more valid than theirs.
Tempted to cut in? Write down your thought (if you're worried you'll forget it), and take a deep breath. Then wait until they're fully finished to express what's on your mind.

7) **Don't say "I'm going to the bathroom."**
This is considered impolite. Instead, simply say "Excuse me," and walk away.

8) **Ask how people want to communicate.**
Some people want to text. Others would be horrified to get a message notification from you. Others would prefer to communicate solely by email. Still others like talking on the phone
The point is, everyone has a different communication style. Don't assume your prospects, coworkers, and manager want to speak just like you do -- ask, "What's the best way to [stay in touch, give you updates, discuss X]?" Whichever channel they pick, do your best to use it.

9) **Practice polite exits.**

You never want to leave while the other person is talking, since you may give the impression you're bored. Instead, wait until you're speaking. Then wrap up your thought and say, "Thanks for your time -- it was great to [meet you, see you again]. I'll let you [find your seat, talk to some other folks, go now]."

10) Use people's names.
As Dale Carnegie said, "A person's name is to that person, the sweetest, most important sound in any language."

Listen carefully to a person's name when they're being introduced to you. If you're not sure you heard correctly, say, "I didn't catch that. Can you please repeat your name?"
Say their name throughout the conversation. (Just make sure you don't go overboard -- if you're using it in every response, you'll seem cheesy and forced.)

Next time you meet the person, make them feel special by greeting them by name. Completely spaced? Say, "I'm sorry, I've forgotten your name. Could you please remind me?"

11) Stay engaged.
Chances are, you've talked to someone at a networking event or conference who's clearly not interested in you. They're scanning the room looking for their next target -- typically someone who (they perceive as) more important or well-connected. It doesn't feel good.

Don't poison any wells. If you're speaking to someone, stay focused on them. You might quickly discover they're not the best person for you to talk to; when that's the case, politely excuse yourself.

12) Keep your commitments.
Your word is your most valuable currency. If you've promised to do something, you should always honor that promise.

Maybe you've told a new connection you'll forward her your favorite podcasts. Take some time the next day to shoot her an email. Or perhaps you've agreed to review someone's resume. After the event, send an email saying it was nice to meet him and you're happy to look at his application materials if he wants to forward them. Consistently following through will do wonders for your reputation and relationships.

Intercultural Competence

lntercultural competence is the ability to function effectively across cultures, to think and act appropriately, and to communicate and work with people from different cultural backgrounds, establish behavioral expectations by discouraging behavior that makes other people feel excluded or unwanted, companies help prevent stereotyping and demeaning jokes or remarks.

Effective leaders establish rules for appropriate behavior and take disciplinary action when violations occur. Everyone should feel safe at work. The first step involves accepting differences. For example, the types of food people consume create an expression of cultural identity. Encourage people to share their favorite foods.

Develop Intercultural Sensitivity

Effective managers help build a productive team environment by encouraging employees to minimize their differences and focus on achieving the company's strategic goals. By bringing diverse groups together in social situations and allowing employees to see that differences are not threatening, managers help their teams work together more cohesively back on the job. Employees who accept their differences and adapt their behavior to suit the styles of another culture tend to get better results. By adopting aspects of another culture into their own, employees enrich their cultural identity and ability to succeed in any situation.

Focus on Behavior

Dealing with intercultural communication involves including everyone in the process. By focusing on observable behavior and not attitudes, employees maintain a productive work environment. By choosing words carefully, not making assumptions about intentions, and making adjustments so that everyone feels accepted, employees learn to negotiate effectively with people from different backgrounds.

Train the Trainer

Train the Trainer Model has a strong network effect.

A master trainer that knows about the topic, teaches others. This trainer can share training materials and educate other trainers on how to approach the teaching task. These trainers can then deliver the course and in addition train other trainers.

This is **peer to peer teaching** where each peer can be from the same organisation or other organisations. Other terminologies used include **pyramidal training, helper model training and triadic training.**

Great benefits when using the model:

1: **Training Costs Much Less**

With the Train the Trainer Model you don't need to spend significant resources to train an army of trainers. You can send one or just a handful of trainers to a course and in turn they train others.

New trainers are then used both as students and as teachers so you can kick start a chain reaction to train even more trainers quickly and at significantly reduced costs. Hence, this

model is ideal when you have a lot of people you need to train on a given topic. Of course, not all students are going to be trainers. Usually, you select professional trainers and teachers in the field who can then start teaching the new topic.

2: **Deployment Is Faster**
The Train the Trainer Model is perfect in situations where you need to educate a large population fast.

3.Deployment Is Consistent
In the model, a course is cloned and the training materials are passed to the next trainer. The new trainer sticks to the script and in turn teaches the next trainer. This way, a consistent training can be deployed efficiently.

<div align="center">

Process Improvement

</div>

Process Improvement is the proactive task of identifying, analyzing and **improving** upon existing business **processes** within an organization for optimization and to meet new quotas or standards of quality.

Process Improvement Methodologies
Six Sigma: A data-driven approach to reduce defects to improve an organization's performance.Within Six Sigma, process engineers use two sub-methodologies, DMAIC for improving existing processes and DMADV for creating new processes. The more widely used of the two, DMAIC follows these steps:

- Define the opportunity for improvement (project goal).

- Measure the performance of your existing process.

- Analyze the process to find any defects and their root causes.

- Improve the process by addressing the root causes you found.

- Control the improved process and future process performance to correct any deviations before they result in defects.

DMADV follows similar steps, though users will look at different factors since a processdoes not exist yet.

Lean Tools
Lean tools are used to eliminate wasteful process steps or activities that do not add any value. The 8 types of waste you'll be able to remove with the following Lean tools are

1. Defects
2. Overproduction
3. Waiting
4. Non-utilized talent
5. Transportation
6. Inventory
7. Motion
8. Extra-processing

Knowledge Management

Knowledge management (KM) is the process of creating, sharing, using and managing the knowledge and information of an organization. It refers to a multidisciplinary approach to achieve organisational objectives by making the best use of knowledge.

There are ten basic categories of KM strategy: motivate, network, supply, analyze, codify, disseminate, demand, act, invent, and augment. Use these as a guide for formulating your list of actions.

1. Motivate

To enable knowledge-related actions, it is usually necessary to provide incentives and rewards to your targeted users to encourage the desired behaviors. Often, the first step will be a management of change program to align the culture and values of the organization to knowledge management. Setting goals and measurements which individuals and managers must achieve is also important. And establishing formal incentives and rewards will reinforce the goals and measurements.

2. Network

Building and expanding social networks creates valuable links between individuals and groups. Emerging social software supports these networks through adding friends, identifying shared interests, and tagging resources.

3. Supply

There must be a supply of knowledge in order for it to be reused. Supply-side knowledge management includes collecting documents and files, capturing information and work products, and storing these forms of explicit knowledge in repositories.

4. Analyze

Once there is a supply of captured knowledge, it is then possible to analyze it so that it can be applied in useful ways. Before drawing any conclusions from what has been collected, the content should be scoured to verify that it is valid. Confidential data may need to be scrubbed, or the content may need to be further secured. Lengthy documents may need to be summarized, encapsulated, or condensed.

5. Codify

After collected knowledge has been analyzed, it can be codified to produce standard methodologies, reusable material, and repeatable processes. Data can be consolidated, content can be collated, and processes can be integrated to yield improved business results.

6. Disseminate

Even if captured knowledge has been analyzed and codified, it will not be of value unless potential users are aware of its availability. Thus, its existence must be disseminated, both widely to inform all potential users and narrowly to inform targeted consumers.

7. Demand

Demand is the other side of supply. It involves searching for people and content, retrieving information, asking questions, and submitting queries.

8. Act

Peter Drucker is widely quoted as saying "The knowledge that we consider knowledge proves itself in action. What we now mean by knowledge is information in action, information focused on results." The payoff for motivating, networking, supplying, analyzing, codifying, disseminating, and demanding knowledge is results through action.

9. Invent

A special kind of action is invention. Creating new products and services, coming up with new ideas to try out, and developing innovative methods and processes can help transform an organization, industry, or a nation.

10. Augment

Cognitive computing can simulate human thought processes and mimic the way the human brain works, addressing complex situations that are characterized by ambiguity and uncertainty. Artificial intelligence can perform operations analogous to learning and decision making in humans. Intelligent personal assistants can recognize voice commands and queries, respond with information, or take desired actions quickly, efficiently, and effectively.

REFERENCES:

1. Anderson, P. (2017). Technical Communication (9th ed.). Cengage Learning.
2. Seely, J. (2013). Oxford Guide to Effective Writing and Speaking: How to Communicate Clearly (3rd ed.). Oxford University Press.
3. Bovee, C., & Thill, J. (2017). Business Communication Today (14th ed.). Pearson.
4. L. (2004). Basic Business Communication: Skills For Empowering the Internet Generation (10th ed.). McGraw-Hill/Irwin
5. Anderson, P. (2017). Technical Communication (9th ed.). Cengage Learning.
6. Seely, J. (2013b). Oxford Guide to Effective Writing and Speaking: How toCommunicate Clearly (3rd ed.). Oxford University Press.
7. Anderson, P. (2017). Technical Communication (9th ed.). Cengage Learning.
8. Seely, J. (2013b). Oxford Guide to Effective Writing and Speaking: How toCommunicate Clearly (3rd ed.). Oxford University Press