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(AUTONOMOUS)**

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SYLLABUS

PART IV- SOFT SKILLS

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Common to All Under-Graduate Courses

SEMESTER III

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UNIT 1

ETIQUETTE AND MANNERS (SOCIAL SKILLS)

The word 'etiquette' comes from the French word 'estique', meaning to attach or stick. It includes a strong moral code of conduct in accordance with the conventions of community for various occasions ranging from casual meetings or ceremonies to professional meetings. In simpler words etiquette is defined as good behaviour which distinguishes human beings from animals. Etiquette includes a wide range of behaviours, including consideration, elegance, style, and decorum.

Emily Post, an American etiquette expert remarks, "Etiquette is the science of living. It embraces everything. It is ethics. It is honor." Most of the etiquette experts agree that proper etiquette begins by showing respect for others, being honest and trustworthy, putting others at ease by allowing personal space, and showing kindness and courtesy to others.

Benefits of Good Manners

Proper etiquette is an integral aspect of refined living. Here are some of the many advantages of having good manners:

- Etiquette makes you a cultured individual.
- Etiquette teaches you the way to talk, walk and most importantly how to behave in society.
- Etiquette is essential for an everlasting first impression. The way you interact with your superiors, parents, fellow workers and friends speak a lot about your personality and upbringing.
- Etiquette enables the individuals to earn respect and appreciation in society. No one would feel like talking to a person who does not know how to speak or behave in society.
- Etiquette inculcates a feeling of trust and loyalty in individuals.
- Etiquette helps one to become more responsible and mature.
- Etiquette helps individuals to value relationships.
- Following etiquette at work will help one earn veneration and possibly even contribute to promotions
- Being kind to customers, increases sales. If you exhibit good manners by speaking to the customers politely and giving them an opportunity to express their needs, you are more likely to earn their future business.

- Treating other people with respect makes them want to be nice to you. Whether you need help at the grocery store or you have a complaint about a product, showing good manners will make the store employees want to work with you.
- When your friends know you care enough to have good manners with them, they are more likely to include you in activities and events.
- Good social etiquette will keep your name on the guest list. Be polite to others, have good table manners, know when to leave, and thank your host for inviting you, there is a good chance you will be invited again.
- Driving with good manners can help prevent accidents. Road rage has never been good for anyone. Remember that all drivers make mistakes. It is up to you to maintain an even temper and avoid accidents by being aware of everything around you when you are behind the wheel.
- Others will listen if you give them a chance to speak. Being a good conversationalist involves more than knowing the right words or talking all the time
- Practising proper etiquette regularly can help one to boost one's confidence. If you are in the habit of using good manners all the time, you won't have to worry about whether or not you are doing or saying the right thing. It will come natural to you, and others will respect you more for it.

Basic Good Manners and Etiquettes

- **Do not speak loudly.** You will quickly lose respect if you do, as this can be seen as overbearing and rude. It can also make other people angry and upset with you before you even establish some kind of relationship with them. They will see you as a 'big mouth', who cannot be trusted with anything confidential, so practice turning your volume down if you tend to have a loud voice.
- **Choose your words wisely** and do not rush to comment about things you do not know much about. Being a good listener is often better than speaking. You do not need to have an opinion on everything. **Think before you speak**, especially if you are a person who may be poor at finding the right words to say. Do not start a sentence, with 'ums' and 'ers', it seems awkward and you should try speaking to yourself in front of a mirror, it works! It increases your confidence in speaking.
- **Do not curse or use filthy language.** It is unprofessional! People who do this are usually very immature and have no self-control or respect for themselves and others!
- **Be sensitive to others' feelings.** You can do this by avoiding negative remarks that may insult someone else. The general rule is: if you do not want someone to speak about you that way, you do not speak about them to others. For example, cracking jokes at times where it is inappropriate, or inappropriate jokes in general, shows a total lack of sensitivity. Also, jokes about race and disabilities are certainly inappropriate at any time.

- **Always respect older people** and listen to them and learn. This applies to all elders and not just parents and grandparents.

- **Speak highly of your parents** and respect them, even if there are things about them that you do not like. If you cannot do that, stay away from speaking about them at all. It looks bad to insult or speak badly of the people who brought you into this world or raised you. Do not wash dirty family laundry in public. It is negative and rude.

- **Do not ever speak of bodily functions** even if it is a casual conversation, such as using the bathroom or telling crude jokes, for this shows sign of immaturity and often creates a bad impression of you with your friends, family, and co-workers.

- Each little kind act may improve someone else's life a bit and that person may pass it on to someone else, making domino effect possible, so take the time to show kindness to all, even strangers. **Hold open a door** for anyone following you closely. This is a sign of a good manner and has never changed. There are no strict gender rules in this day and age. Hold the elevator for someone who is running to catch it. Apologize to anyone you bump into. Offer your place to someone who carries loads of things. Help a co-worker who is behind on a project.

- **Showing gratitude.** Making a point of showing some sort of gratitude where someone has gone out of their way for you, or performed a task that is not part of their job description, is very important and actually makes for better interpersonal communication in the future.

- It is important to be considerate about the psychological needs of different people. A very useful rule of thumb to go by is that of 'the three R's':
 - ✚ **Recognition** – using names, greetings, and making a point of acknowledging people.
 - ✚ **Respect** – treating people with respect and courtesy, especially apologising to them when the situation calls for it.
 - ✚ **Response** – people do not want to be kept waiting, they need to be responded to.

Classification of Etiquette

1. Social Etiquette:

Man is a social animal and he must follow certain social etiquettes that are appreciated by one and all. Social etiquette is important because it creates an impression about your personality that in turn affects the perception and treatment of other people towards you. Socially correct behaviour is all about observing the golden rule you learned in childhood – treating others the way you want to be treated. This means acknowledging their presence with a pleasant greeting, always remembering to say ‘please’, ‘thank you’ and ‘sorry’ whenever required, respecting their privacy, opinions and possessions. Opening doors, giving up your seat on public transportation or simply lending a helping hand to someone in need without anyone asking are all demonstrations of proper manners.

Everyone wants to be socially accepted hence all of us want to engage in social conversations, but many of us either become nervous, shy or find ourselves paralyzed in front of a large group of people. Giving others your undivided attention by not texting, talking or making cell phone calls, or reading a book while they are trying to interact with you help you to be confident during social conversation. Also remember to introduce yourself or get introduced before you begin a conversation with a stranger.

While conversing with a group of people, we need to be polite, humble and sophisticated. When a group of people are talking, always allow others to talk and only when they finish, make your point. In case you interrupt someone by mistake, apologize and request him or her to complete their conversation. While conversing with people make eye contact with everyone. Making everyone feel involved in a conversation is an art in itself. Your body language should also be polite and respectful.

Also, remember personal hygiene is also an important part of social etiquette. Always carry a handkerchief with you. Smell good and present yourself well by dressing appropriately. Table manners should also be taken care of as they too form an important part of social etiquettes.

Here are some quick tips to help you with the social graces

- Ask yourself if the behavior is kind or generous before engaging in the act.
- Make sure you are putting others first without putting yourself down.
- Practice good etiquette so that it comes naturally and from the heart.
- Since etiquette varies from one society to another and periodically changes, continue to learn the new rules and follow them.

2. Bathroom Etiquette:

Bathroom etiquette refers to a set of rules which an individual needs to follow while using public restrooms or office toilets. Make sure you leave the restroom clean and tidy for the other person. Do not knock endlessly, if the bathroom seems to be occupied. Do not leave the restroom with taps on.

3. **Wedding Etiquette:**

Wedding is a special event in every one's life. Individuals should ensure they behave sensibly at weddings. Never be late to weddings or drink uncontrollably. Bringing a gift is mandatory when attending a wedding, unless the couple has specifically asked guests not to. Gift what you can afford and what you feel is appropriate.

4. **Dinning Etiquette or Table Manners:**

Individuals must follow certain decorum while eating in public. If you dine with other people, focus on making it a pleasant experience for everyone at the table. Wait for all people to be served before beginning. Do not make noise while eating. Do not talk with your mouth full, chew with your mouth open, park your elbows on the table, take more food than everyone else, reach across the table for something rather than requesting someone to pass it to you, be rude to the waiter, wad up your cloth napkin and plunk it on top of the remains of your meal, floss your teeth, leave the table without requesting to be excused. If you must leave the table, place your napkin in your chair. After the meal is over, partially fold your napkin and put it to the left of your plate

5. **Business Etiquette:**

Business Etiquette includes ways to conduct a certain business. It is a set of rules that govern the way people interact with one another in business, with customers, suppliers and personnel. It is all about conveying the right image and behaving in appropriate ways. Business etiquette can sound like it focuses on small things that are unimportant, but all together they make a big difference to the workplace and the kind of responses received in all areas. Do not ever cheat customers; it is the foremost rule to be kept in mind while involved in a business. It is simply unethical.

The best way to develop good business etiquette would be to get together as a team and ask: "How do we work with one another? What is the image we convey to people? Are we polite enough? How can we show more respect, be more responsive and recognise people?" and most importantly, "What are our standards?" Rather than calling it 'business etiquette', you could call it "customer service improvement".

Five Classic Business Etiquette Sins:

➤ **Not Greeting or Using a Name**

When people in business ignore a simple greeting and acknowledgement, they are losing out on building a relationship and possibly a sale. People feel respected when they are greeted, and if their name is known and used, it is always impressive. Something as simple as eye contact and a smile will make them feel welcome. For example, say something like: "Good morning, welcome, how can I help you?", rather than "Yeah, can I help you?"

➤ **Leaving People Waiting**

Leaving people waiting without any kind of explanation or apology is rude, especially if they have an appointment. Waiting annoys people, be it a short duration of 5 minutes or over an hour. Therefore, a simple apology or explanation, and time frame, is all that is needed to establish and maintain effective interpersonal relationship.

➤ **Interrupting**

Often people will just barge in and interrupt a conversation or meeting without even apologising to the people involved, which is very impolite, even for a senior manager with an important issue. Mobile phones can cause problems; for example people taking calls in the middle of meetings disrupt the focus of all the attendees. It is good business etiquette to switch the phones off before the meeting, or if you are waiting on an urgent call from someone, let the people in the meeting know it beforehand. Most importantly, wrap up the conversation over the phone as quickly as possible.

➤ **Lack of Courtesy and Respect**

Often a customer making an unusual request will receive negative reactions, and will be treated as if they have no right to make such a request. When someone has a special requirement or seems demanding, they should be treated politely and with respect. Rules can be explained and enforced, but it does not mean it has to be done with negative attitude.

➤ **Breaking Trust**

If someone confides in you, it is not acceptable to go around telling other people about it. It creates a negative impression of your business. To reveal confidential information of the organization to the outsider is sheer betrayal.

6. **Corporate Etiquette:**

Corporate etiquette refers to how an individual should behave while he is at work. Each one needs to maintain the decorum of the organization. Don't loiter around unnecessarily or peep into others' cubicles. Put your mobile phone in the silent or vibrating mode at the workplace. Do not open anyone else's notepads, registers or files without permission. Keep your workstation clean. Throw unwanted paper in dustbin and keep files in their respective drawers. Take care of your pitch and tone at the workplace. Never shout on anyone or use foul words. Wait for your turn to speak. Reach office on time. Never wear revealing clothes to work. Office stationery is meant to be used only at work. Make sure you turn off the monitor while you go out for lunch or tea breaks. Do not bring your personal work to office. Treat every employee equally. Avoid gossips or eavesdropping. In corporate world, an employee with good communication skills has an edge over the other.

❖ **Email etiquette**

Email etiquette refers to the code of conduct that one should use when writing or answering email messages which is inevitable in corporate communication. Email etiquette depends upon to whom we are writing: friends or relatives or partners or Customers or superiors or subordinates.

Why should we follow email etiquette?

We must follow email etiquette because it is a form of communication which is a reflection of the sender and responder. Bad email etiquette reflects badly on us, and a record of this is kept in mailboxes over which we have no control. Good email etiquette reflects well on us, improves our public perception and persona and increases the chance of a prompt and comprehensive response. A company needs to implement email etiquette rules for the following two main reasons:

- i. **Professionalism:** by using proper email language a company can sport a professional image.
- ii. **Protection from liability:** awareness of email risks will protect a company from law suits.

7. Meeting Etiquette:

Meeting Etiquette refers to styles one needs to adopt when he is attending any meeting, seminar, presentation and so on. Listen to what the other person has to say. Never enter meeting room without a notepad and pen. It is important to jot down important points for future reference. Be on time. Make introductions. Use names when in a business meeting, and for this reason it is a good idea to write all the names down (and check their spelling) on a piece of paper in front of you. Have a strong agenda. When you need to speak up, speak loudly enough so that all attendees can hear what is spoken; at the same time do not convert the meeting room into a battle ground. Speak politely and do respect your colleagues. Fiddling with pen or notepad is one of the major distractions in meetings. Once the meeting is over, minutes of the meeting must be prepared and circulated across all departments for them to take necessary action.

8. Telephone Etiquette:

Telephone etiquette refers to the way an individual should speak on the phone. Telephone etiquette means being respectful to the person you are talking with, showing consideration for the other person's limitations, allowing that person time to speak, communicating clearly.

Try to answer the call within three rings. Make sure you greet the other person. Take care of your pitch and tone. Never put the other person on hold for long. Do not drink or chew anything while conversing over the phone. Do not turn the speaker on without the due permission of the person at the other end. Do not interrupt. Stay away from physical disturbances. Make sure your volume does not disturb the person next to you. Know your time limit and keep the conversation short and adequate. The following are the important points to be kept in mind while making a call.

✓ Find some quiet place

Communicating over the telephone is much more effective when both parties can hear each other clearly without any background noise. Plan to make a call at a time in which you are not required to attend to any other business and ensure that there is no disturbance around, whether it is for work or just to catch up with an old friend. Blaring noises, such as the television or traffic can interfere with both your listening and communication skills, making it difficult for a conversation.

✓ Smile through the phone

Your voice must create a pleasant visual impression over the telephone, so sport a smile though the receiver cannot see you speaking. Sound upbeat and enthusiastic about the chance to speak with the caller. Adults pay more attention to the tone of your voice than they do to the words you use.

✓ Greeting

Just like a face to face conversation, the other party in the telephonic conversation expects you to open the conversation with a nice greeting. It is suggested that you begin the phone call with an appropriate

greeting like Good morning/afternoon depending on which time of the day you are calling. Do not answer by using words such as 'yeah' or 'yes'.

✓ **Take permission and be polite**

A polite word or two always helps in bringing warmth into the conversation. While it is very important to take permission to speak to the person you have intended to call, one should always remember to use a polite tone. Remember to be sensitive to the tone of your voice. Do not sound overly aggressive. It is important that your tone conveys authority and confidence. Use phrase like "May I please speak with...".

✓ **Introduce yourself and the organisation**

The most common mistake that people make during a phone call is, not introducing oneself. It is considered inappropriate and can also lead to miscommunication, so always introduce yourself before getting into any conversation; telephonic or face to face – that is the thumb rule!

✓ **Clarity**

The good old 7Cs of communication will always have an impact on how you converse with people, and it is very important to remember and include the first "C" i.e. being clear. Do not use broken phrases. Always use a clear, crisp and simple language.

✓ **Purpose of the call**

Before making a phone call, be sure of the purpose of the call. Think through exactly what you plan to say and practice before you place the call. Jotting down the items you want to discuss and questions you want to be answered can help in making a smooth conversation.

✓ **Know your timeline and keep it short**

Never call any person at odd hours like early morning or late nights. While speaking on phone, you are not in front of the other person; hence it is very important to ask if the receiver has enough time to speak to you. Respect the person's time and ensure that the conversation gets completed within the given timeline.

✓ **Summarise, paraphrase and close**

There are various benefits of summarising and paraphrasing, it helps you to reaffirm what was discussed during the phone call. If there is any information which needs to be changed or altered, the other party has an opportunity to add on when the conversation is summarised. Always end the call with a pleasantry like, "It is pleasure speaking with you." or "Have a nice day."

Influence of Good and Poor Manners

The good looks of a man and his manners are two different things. A man might have good look or fair skin, but he becomes attractive, pleasant and handsome only if he has pleasing manners and good deeds. Our actions and manners are noticed by all. Manners are the ornaments that make a woman a lady and a man a gentleman. A man is called cultured only if he possesses good manners.

Manners are not inherited. They have to be cultivated. They are learnt at home and at school. A child, who is not taught how to talk, greet or speak like a civilized person, will grow up into an uncouth and disgusting person. Every society expects its members to be civilized, as only civilized person can show concern and consideration for others. He will be patient while listening to others' problems and troubles. He will try to be diplomatic in his conversation so that he never hurts anyone's feelings. He will show proper respect to elders. While dealing with those who are younger to him, he will be patient and mature and try to teach them good manners.

A good-mannered person tries his best not to injure the feelings of the others. He never makes a show of his ability or learning or wealth to make others feel lowly. He does not mind the faults of others. He knows that all human beings make mistakes and have their weaknesses. So, if a person displeases or troubles him, he does not get angry.

A person with good manners greets his guests cordially and entertains them well. He will make them feel comfortable and see that they have no chances to complain. Good manners are examples for others and so it makes a person popular. Society accepts a cultured person while it will look down upon ill-mannered person. Such a person can even lose the friends that he has. Unmannerly behaviour is highly undesirable and there can never be any excuse that can justify such behaviour coming from a person of any age.

The really polite person is tuned in to other people's feelings and can put himself in another person's place. They can understand how it would feel to be new to the neighbourhood or job, or what it is like to be the shortest person in the class or the shyest person at a party. They react with understanding and with the kind of manners that matter, because they come from the heart. Good manners show the best you have to offer and encourage others to be their best.

Practicing these manners on a daily basis makes for a more pleasant life.

- Be thoughtful, cheerful, generous, cooperative, helpful and respect other's privacy
- Do not be bossy or put people down or say rude things.

In today's society, manners are a necessity because they are beneficial to those who display them. Being courteous towards others makes people more likeable and it is easier to start new relationships and can guide you to become successful. Not only do manners make people more likable, but according to Clarence Thomas, an American judge, they also open doors that the best education cannot. There is a common belief that to be successful, you have to excel in school, but that is not always the case. In business world, employers will not hire someone who is rude and

disrespectful, no matter how smart he or she was in school. The owners hire people who are respectful and pleasant to be around, because employees have to communicate with others. Although education is important, etiquette takes you much further.

Motivational Factors

A motive is an impulse that causes a person to act. Motivation is an internal process that makes a person move towards a goal. Motivation, like intelligence, cannot be directly observed. Instead, motivation can only be inferred by noting a person's behaviour. How to achieve something? How to fulfil dreams? How to change oneself and become better? How to focus on work? The answer for all these questions is 'motivation'. We all need something to boost up our confidence and spirit to be able to do what we desire. That something is motivation.

Motivation is presenting yourself with the exact reasons and facts that make you think and work only in one direction. It is something that makes you think in a positive direction and pushes you to adopt good habits which are actually very difficult to achieve. It is like an energy drink that gives you wings to fly and reach your desired destination. Motivation is the kind of energy that can reconfigure your mind, in such a way that it brings you on the right track to reach your destination. It is there to provide you with a kick-start. Motivation is just like waves, which can push you a little to move forward from the middle of the ocean towards the shore, but it is 'You' and only 'You' who has to swim forward in the ocean to reach the beautiful island of Success.

Just getting pushed by the waves of motivation will not be enough to reach your destination. You need to work hard. There will be times, when the waves may not be strong enough to push you, you will feel less motivated at times, but that is just a part of the journey, you must use your full strength and dedication, in such times; you need to use your full potential, you need to move your legs and hands more powerfully, to swim ahead. Life is not a cake walk, you will never be presented with your dreams, you have to fight and work hard to achieve your dreams.

Circumstances are different for everyone. Some may find the shore near to them, for others it may be too far. So never compare yourself with others. You do not know about their life, and you are no one to judge, how easy or difficult it was for them. The biggest competitor for you is 'Yourself'. In every ocean, there are sharks - the distractions. They are there to kill you as soon as you go near it. Therefore, you need to avoid and ignore them, so be patient, keep working hard, work with full dedication, keep hustling, and no one will stop you from achieving your goals. Just remember this line - **"Don't stop when you are tired. Stop when it is done"**. After all, when you reach the destination, a new beautiful world would be waiting to cheer your hard work and to keep supporting you to achieve more in life.

Three components of motivation

There are three major components to motivation are activation, persistence, and intensity.

1. Activation involves the decision to initiate behaviour, such as enrolling in a psychology class or a motivation session.
2. Persistence is the continued effort toward a goal even though obstacles may exist. An example of persistence would be taking more courses and sessions in order to earn the desired change although it requires a significant investment of time, energy, and resources.
3. Intensity can be seen in the concentration and vigour that goes into pursuing a goal. For example, one student might coast by without much effort, while another student will study regularly, participate in discussions, and take advantage of research opportunities outside the class. The first student lacks intensity, while the second pursues his educational goals with greater intensity.

Theories of Motivation

What are the things that actually motivate us to act? Psychologists have proposed different theories to explain motivation:

1. **Instincts:** The instinct theory of motivation suggests that behaviours are motivated by instincts, which are inborn patterns of behaviour and fixed. Psychologists including William James, Sigmund Freud, and William McDougal have proposed a number of basic human drives that motivate behaviour. Such instincts might include biological instincts that are important for an organism's survival such as fear, cleanliness, and love.
2. **Drives and Needs:** Many of your behaviours such as eating, drinking, and sleeping are motivated by biology. You have a biological need for food, water, and sleep. Therefore, you are motivated to eat, drink, and sleep. Drive theory suggests that people have basic biological drives and that the behaviours are motivated by the need to fulfil these drives.
3. **Arousal Levels:** The arousal theory of motivation suggests that people are motivated to engage in behaviours that help them maintain their optimal level of arousal. A person with low arousal needs might pursue relaxing activities such as reading a book, while those with high arousal needs might be motivated to engage in exciting, thrill-seeking behaviours, for example, motorcycle racing.

Types of motivation and how they work:

▪ Intrinsic Motivation & Extrinsic Motivation

Broadly speaking, there are two types of motivation: intrinsic motivation and extrinsic motivation. Intrinsic motivation states that people are motivated by internal rewards like fulfilment and contentment. Conversely, extrinsic motivation states that people are motivated by external rewards like a bonus or salary hike as well as negative external factors like getting fired.

However, while the opposite of each other, intrinsic and extrinsic motivation can be used together. For example, you might be motivated by a potential hike in salary but end up loving the more complex work. Conversely, you might be motivated by the fulfilment of a job well done and then be rewarded with a bonus or hike.

- **Achievement Motivation**

Achievement motivation states that people are driven by the desire to pursue and achieve specific goals. People who are motivated by this type of motivation are motivated by the achievement of a task or goal itself, and not necessarily because of the reward. For example, an entrepreneur might build a business for the joy of building a world-class organization, and not necessarily because of a potential exit.

If you are driven by achievement motivation, you are typically self-motivated and process-oriented, meaning that you value the process of getting better more than the end result itself. While the achievement of a goal might be seen as an external reward, the actual reward that this type of motivation gives is largely internal. This is because you are not enamoured by the glitz and glamour of a reward like money, but rather the feeling of accomplishment you get when you complete a worthy task.

- **Incentive Motivation**

Incentive motivation, unlike achievement motivation, says that people are motivated more by the reward than by the achievement of the goal itself. Instead of being process-oriented and being motivated by movement towards a goal or task, those who are motivated by incentives commit to actions because of an expected reward. For example, if you want a promotion because of the higher salary and not because you will feel more fulfilled, you are motivated by incentives rather than by achievements.

However, incentive motivation is not a bad thing. In fact, while it seems like the opposite of achievement motivation, the two can actually be used together. For example, if you want a promotion, you can be motivated both by the higher salary as well as the more complex and fulfilling work. In scenarios like this, it is a win-win outcome, because you are externally rewarded as well as internally fulfilled. Seek goals or tasks that have incentives as well as elements of achievement motivation.

- **Fear Motivation**

Fear motivation is a motivational type that uses consequences to drive people into action. Fear motivation can be thought of as a “negative motivator” in that you are not motivated by a reward but by the avoidance of pain or consequences. Rather than incentivising yourself or others with positive motivators, fear motivation uses punishment or negative motivators like getting fired as a way to keep you productively moving towards specific goals or tasks. While fear motivation sounds bad, it can actually be used as positive. Think of fear motivation as positive stressors or positive constraints that help you outsmart your future self, overcome bad habits, and live the life you want.

- **Power motivation**

Power motivation is a motivational factor that says people are motivated by control over our own lives and/or the lives of others. Everyone wants choices, and people are often motivated to increase their overall life-options. For this reason, power motivation manifests itself in the desire to affect the direction of our lives and sometimes the lives of those around us.

- **Affiliation & Social Motivation**

Humans are social creatures, and social motivation also known as affiliation motivation states that people are motivated by social factors like belonging and acceptance. Humans have an innate desire to connect with others, and social motivation causes us to seek connections by contributing to a social group. Social motivation can be macro and manifest itself in a desire to help the world, or it can be micro and manifest itself in our love for family and friends.

- **Competence & Learning Motivation**

Competence motivation, also known as learning motivation, is similar to achievement motivation in that people are motivated by the process itself rather than by the reward at the end. However, the difference is that people who are motivated by competence motivation are literally motivated by the act of learning as they move towards the completion of a goal or task. For example, if you want a promotion, not because of the higher salary but because you will learn new valuable skills, you are motivated by competence or learning motivation. This is an extremely valuable motivator and should be used in almost any motivational strategy. This is because new, relevant skills are often more valuable than even money because, unlike material things, they are assets that no one can take away from you.

- **Attitude Motivation**

Attitude motivation refers to the type of motivation that is cultivated through the desire to change the way people think or feel. While it has similarities to affiliation or social motivation (and can be argued is a type of social motivation itself), people who are motivated by attitude engage in actions and interactions with the express intent of making themselves and the people around them feel better in a positive and uplifting way. For example, if you are motivated to work for a non-profit or volunteer in a soup kitchen because making people feel good makes you feel good because you are motivated by a change in attitude. Similarly, if you are a manager at a company and you get joy out of helping, your direct reports grow and succeed and you are also taking part in attitude motivation.

Unit II

Body Language

Communication is a process of exchanging information, ideas, thoughts, feelings and emotions through speech, signals, writing, or behaviour. In communication process, a sender encodes a message and then using a medium/channel sends it to the receiver, who decodes the message and sends back appropriate feedback/reply using a medium/channel. Communication can be of two types, namely verbal and nonverbal on the basis of the channels used. Nonverbal Communication is the process of conveying meaning without the use of words either written or spoken.

Importance of nonverbal communication

While verbal communication is obviously important, it's not the only message being sent. What one says is only the tip of the iceberg of communication. The rest lies in one's body language, mannerisms, conduct, and even how one breathes.

A research says that people we communicate with will take away from us 7% of our words, 38% of vocal characteristics (tone & volume) and 55% of body language. Birdwhistell, an American anthropologist found that the verbal component of a face-to-face conversation is less than 35 percent and that over 65 percent of communication is done nonverbally.

Many of our mannerisms are subconscious, and we also read others' mannerisms subconsciously. Micro expressions (brief displays of emotion that an individual tries to conceal), hand gestures, and posture register in the brain almost immediately, even when someone is not consciously aware of them. These moments of recognition, however brief, can have long-lasting repercussions. In fact, in the first two minutes of meeting somebody, our chances of remembering their name is slim, because our subconscious mind is busy evaluating the person's body language to know their personality. (So if you want somebody to remember your name, make sure you repeat it after the first two minutes of conversation.)

Research has shown that when words fail to match up with nonverbal signals, people tend to ignore what has been said and focus instead on unspoken expressions of moods, thoughts, and emotions. For example, when people stand in the court to get their evidence recorded, judges closely observe their body language, to gauge the authenticity of the evidence.

Types of nonverbal communication

- **Sign language:** It consists of visual and audio signs.
Examples: pictures, traffic signals, ambulance hooters etc.
- **Paralanguage:** It refers to a wide range of vocal characteristics like tone, pitch, pace, use of pauses, word stress, speech breakers (non-fluencies) and silence.

Tone determines the meaning of a sentence. Take for example the sentence 'What an excellent piece of drafting'. If this sentence is spoken as an exclamation, it expresses admiration. However, if a touch of sarcasm is added to it, it will become highly condemnatory.

Generally, important parts of the message should be delivered at a pitch higher than the normal and simple parts of the message can be delivered fast while important parts are

spoken slowly with proper use of stress and pauses. The normal practice is to give a pause before and after an important point. The first pause creates suspense and raises anticipation, while the second pause gives the listener sufficient time to assimilate the point made by the speaker.

Silence is said to be more eloquent than words. Respect, fear, resentment, helplessness, indifference and willingness are some of the responses that can be effectively communicated through silence. What silence actually means in a given situation depends upon the context.

- **Artifactual Communication:** It includes appearance, physical setting, colour, dress and accessories. Dressing confidently is more important than wearing the trendiest fashion. You can boost your confidence in yourself and your attire when you dress appropriately for the occasion, know the audience, reflect your personal style, and understand the impact of color. A person's clothes should neither be too gorgeous or trendy nor too old-fashioned; neither too tight nor too loose-fitting. Accessories should be in harmony with the dress and personality.
- **Proxemics:** It refers to the distance between people as they interact. It differs depending on culture, situation, and intimacy of the relationship. For example, people from Latin countries tend to feel more comfortable standing closer to one another as they interact while those from North America need more personal distance. The following are the distance used in a conversation and its indication.
 - Intimate distance (6 to 18 inches): Often indicates a closer relationship or greater comfort between individuals. It usually occurs during intimate contact such as whispering, or touching.
 - Personal distance (1.5 to 4 feet): Usually occurs between family members or close friends.
 - Social distance (4 to 12 feet): Often used with individuals who are acquaintances; with someone one knows fairly well, such as a co-worker one sees several times a week. In cases where we do not know the other person well, such as a postal delivery driver, a distance of 10 to 12 feet may feel more comfortable.
 - Public distance (12 to 25 feet): Often used in public speaking. Talking in front of a class full of students and giving a presentation at work are good examples of such situations.
- **Chronemics:** It is the study of time. Time perceptions include punctuality, willingness to wait, and duration of interactions.
- **Body Language:** It is the most vital form of nonverbal communication as it is spontaneous and effective.

Body Language:

Kinesics, the study of body language is the most important aspect of nonverbal communication. In negotiating, marketing, formal and informal meetings body language plays a very significant role. It includes facial expressions, gestures, body movements, posture, eye contact and touch.

- **Facial expressions:** The human face is extremely expressive of countless emotions without a word. Unlike some forms of nonverbal communication, facial expressions are universal. The facial expressions for happiness, sadness, anger, surprise, fear, and disgust are the same across cultures.
- **Gestures:** Gestures are woven into the fabric of our daily lives. One may wave, point, beckon, or use one's hands when arguing or speaking animatedly; often expressing oneself with gestures without thinking. However, the meaning of some gestures can be different across cultures. A circle made with the index finger and the thumb is a common gesture but it carries different meanings, in different cultural contexts. If an American makes this sign after a negotiation, he wants to say that he is highly satisfied. A Frenchman will interpret it as a failure. Indians make this sign to mean okay. To a Greek, it is vulgar and obscene. In the USA, leaning on a wall and using an index finger to summon someone are innocent gestures, but the Japanese find them offensive.
- **Body movements:** Body movements refer to the positioning or movement of the body when one is engaged in interpersonal communication. The way one moves and carries oneself communicates a wealth of information to the world. For example, when people are involved and interested, they tend to lean towards the speaker, and they hold themselves back when they are not interested.
- **Posture:** Posture means the way in which someone usually stands or sits or holds her/his shoulders, neck and back. Posture can suggest whether one is relaxed or tensed up, enthused or dejected. For example, slouching suggests timidity and insecurity.
- **Eye contact:** The eyes are frequently referred to as the 'windows to the soul' since they are capable of revealing a great deal about what a person is feeling or thinking. The way one looks at someone can communicate many things, including interest, affection, hostility or attraction. Eye contact is also important in maintaining the flow of conversation.
- **Touch (Haptics):** We communicate a great deal through touch. Think about the different messages given by a weak handshake, a warm bear hug, a patronizing pat on the head, or a controlling grip on the arm, for example. It should be kept in mind that haptics varies from one country to another. For example, handshakes across the globe are offered and interpreted quite differently.

Country	Preference
America	Firm handshake
France	Light and quick, not offered to superiors

Germany	Brusque and firm
Middle East	Gentle, frequently repeated handshake
China	Weak or light (The Chinese dislike touching.)
India	Firm and short among those who have adopted the English way of life; not offered to seniors and women; folding hands the most usual mode of greeting.

Classification of Kinesics

Paul Ekman and Friesen have come up with the following five types of kinesics:

1. **Emblems:** Emblems represent ideas or icons through visual images. Emblems often carry cultural orientations.
Examples: Placing a finger on lips is a signal to the other person to be quiet and gestures to signify victory and ok.
2. **Illustrators:** The movements of hands and arms to suggest the size or shape of something or frequency or speed are called illustrators.
Example: widely stretched arms suggest enormity of size.
3. **Affect Displays:** These are indicators of inner emotions.
Examples: A clenched fist suggests hostility. Head resting on palms may suggest thoughtfulness or sometimes depression.
4. **Regulators:** These are nonverbal clues that control the flow of conversation between individuals.
Example: nodding during conversation is an indication to the other person that it is her/his turn to speak.
5. **Adaptors or Manipulators:** Some members of a bored audience start tapping the floor with their feet. Actually they would have liked to leave the place and go away, but the situation does not permit them. So they have displayed only a fragment of their actual behaviour that would have taken place, had they been free to do so. Such clues fall into the category of adaptors.

Role of body language

- **Repetition:** It repeats and often strengthens the verbal message.
- **Contradiction:** It can contradict the verbal message, thus indicating to the listener that the sender may not be telling the truth.
- **Substitution:** It can substitute for a verbal message. Facial expression often conveys a far more vivid message than words ever can. For example, crying.
- **Complementing:** It may add to or complement verbal message. If a boss pats an employee on the back in addition to giving praise, it can increase the impact of the message.

- **Accenting:** It may accent or underline a verbal message. Pounding the table, for example, can underline the importance of your message.

Ways to project positive/ effective body language

Positive body language can add strength to the verbal messages or ideas that one wants to convey, and help one to avoid sending mixed or confusing signals. It also helps one to mask presentation nerves, and to project confidence when one speaks in public.

- ✓ **Be aware:** The first step to improve one's body language is awareness. Awareness is half the battle. Start to pay attention to everything you do, and when you do it.
- ✓ **Study others:** Observe other people and their body language, especially people you admire.
- ✓ **Strike a confident pose:** Standing firmly in one place, shoulder back, and your weight balanced on both feet, accompanied with walking at a brisk stride is a great way to strike a confident pose.
- ✓ **Have an open posture:** Be relaxed, but don't slouch! Sit or stand upright and place your hands by your sides.
- ✓ **Keep your head up:** Leaning too forward or backward can make you look aggressive or arrogant.
- ✓ **Use a firm handshake:** It indicates a strong personality while a weak handshake is taken as a lack of fortitude. Research shows it takes an average of three hours of continuous interaction to develop the same level of rapport that you can get with a single handshake, but do not over do, as it becomes a sign of rude or aggressive behaviour. When shaking hands with someone, look him or her in the eye and have a smile on your face. This leaves a great first impression.
- ✓ **Maintain good eye contact:** Sustained eye contact, communicates confidence, leadership, strength, attention and intelligence. Try to hold the other person's gaze for a few seconds at a time. This will show that you are sincere, but avoid turning it into a staring match! Some communication experts recommend intervals of eye contact lasting four to five seconds. However, be sensitive to cultures that eschew eye contact with elders or strangers. (To improve your eye contact, make a practice of noticing the eye color of everyone you meet.)
- ✓ **Smile:** A genuine smile not only stimulates one's sense of well-being, it also tells those around that one is approachable, cooperative, and trustworthy. A genuine smile comes on slowly, crinkles the eyes, lights up the face, and fades away slowly. Most importantly, smiling directly influences how other people respond. When you smile at someone, they almost always smile in return.
- ✓ **Try a steeple:** This power signal is where your hands make a "steeple"; where the tips of your fingers touch, but the palms are separated. When you want to project conviction and sincerity

about a point you are making, try steepling. You see lecturers, politicians and executives use this hand gesture when they are quite certain about a point they are making.

- ✓ **Keep your palms open, facing upward:** An open palm is a sign of openness and honesty. It can also be a show of submission for in older days when many people carried weapons, this was used to show that they were not holding one; or of sincerity and innocence. Some people open their palms during worship at church as a sign of submission and respect.
- ✓ **Nod:** Nod once in a while to signal that you are listening, but don't overdo it.
- ✓ **Mirror the other person:** If you are sitting or standing opposite somebody, mirror their body positions, match their tone, and carry the same pace of conversation. Don't do it in an obvious or unnatural fashion. Even subtle mirroring can create a synergy and connection, and after a while you'll both be doing it naturally — you won't even know who is following who!
- ✓ **Face the speaker:** Similar to crossing arms and legs, not facing your conversation partner is a sign of distraction or disinterest. You will increase engagement or involvement by facing the speaker.
- ✓ **Breathe properly:** Breathing properly is often the fastest way to calm you down. Our breath is intimately tied to our neural and psychological functioning. Studies indicate that people who are more anxious or neurotic breathe at a faster rate than those who are less anxious. Hyperventilation leads to a state of more CO₂ being exhaled than the body can produce. This imbalance produces a cascade of physiological symptoms, one of which impacts the emotion centre of the brain, leading to the experience of more anxiety.

Breathe through nose rather than through mouth. Nasal breathing will induce calmness by maintaining an optimal flow of O₂ and CO₂. Most of the oxygen absorption during breathing happens while exhaling. The breath passes through the nostrils much more slowly than through the mouth, therefore oxygen absorption is much more efficient during nasal breathing. Breathing through mouth limits the amount of oxygen that gets absorbed in each exhalation, making you feel like you can't catch a full breath. As a result, your body will compensate by over breathing.

- ✓ Do relaxation/meditative breathing before social interactions. Breathing improves nonverbal communication (mostly in facial expressions) because it stimulates the vagus nerve. The vagus nerve is the most important connection involved in the parasympathetic nervous system, the “rest-and-digest” system (in contrast to the sympathetic or “fight-and-flight” system). It connects to multiple brain and body sites, including the brain stem, stomach, intestines, heart, liver, kidney, lungs, neck, ears, and tongue. When your vagus nerve is stimulated through breathing, it enables your social engagement system:
 - You show less activation in the brain's anxiety centre (amygdala in particular)
 - Your visceral organs go into “rest-and-digest” mode (the body's way of telling you that the social environment is safe)

- You heighten your ability to listen, show fine-tuned emotional expressions, and to vocalize clearly (remember, the vagus nerve connects to the face, head, and ears)
- ✓ **Groom yourself:** Grooming oneself is of paramount importance to exhibit one's confidence through body language. The following are the common grooming tips for men.
 - **Practice proper hygiene:** Shower daily, brush and floss your teeth twice a day. Trim your fingernails and toenails. Make sure no dirt is under them. Become a regular at your barber shop.
 - **Work out:** Exercising regularly keeps you fit and also enhances your self-confidence. Develop a habit of getting up early in the morning and going for a walk. It will keep you fresh throughout the day.
 - **Wear fitted, clean and well-pressed clothes:** A good-looking guy with sharp features could be overlooked if he wears clothes that don't fit him well.
 - **Polish your shoes.** Don't wear too much cologne as this will be overpowering
 - **Clear out your wallet:** Don't fill your wallet up with receipts, coupons, credit cards, etc. Keep only the things that are necessary. Check if your wallet is wearing out. If it is, it's time to get a new one.

Grooming tips for women:

- **Practice proper hygiene:** Shower daily, brush and floss your teeth twice a day.
- **Trim your fingernails and toenails:** Make sure no dirt is under them. Keep your nails short, clean and neutral-colored. One of the biggest offenses is overly long, false nails or elaborate nail art.
- **Cover those under eye circles:** If you've got dark circles, it will make you look sleepy, committing a major workplace blunder. Do not wear false eyelashes to work, as it is unprofessional.
- **Sport an appropriate hair style:** Remember your hairstyle must suit the shape of your face and occasion. Never scratch your head in public. Also, get your hair trimmed regularly to avoid split ends and other hair woes. Keep your hair off of your face.
- **Take healthy diet:** Nothing looks better than a glowing and healthy skin. Merely applying layers of makeup will not make you look beautiful unless you are healthy from within. Drink lots of water and do take care of your diet for a flawless skin. Intake of fruits and green vegetables will restore the glow on your face. Sleep well.

Wash your face at regular intervals and make sure you do not sleep with your makeup on.

- **Dress sensibly:** Dress does make a difference in how we perceive ourselves, and how others perceive us. Make sure your clothes are modest, well-fitted, clean and properly ironed, for it will make you feel better. Choosing the right clothes as per your body type is a very crucial step. Always choose well-fitted clothes in colors which best suit your personality.
- **Exercise regularly:** Exercise helps you to tone your body and loose excessive flab and if you have a fit body, you will look effortlessly good in everything you wear and do.
- **Wear appropriate jewellery:** When it comes to jewelry, do not go wild on jewellery. Instead, let it complement your best features. Wear appropriate jewellery in accordance with the occasion.
- **Wear Clean & Comfortable Footwear:** It is said that people often look at other's footwear without any intention, yet it leaves an impression. You must keep your sandals clean to leave a better impression on the onlooker.

Body language that should be avoided

- ✓ **Hands on your hips:** Standing with your hands on your hips can communicate aggression or a desire to dominate.
- ✓ **Hands in pockets:** Don't be tempted to put your hands in your pockets, or to slouch, as this will make you look disinterested.
- ✓ **Touching your face:** There is a common perception that people who touch their faces, while answering questions are being dishonest. While this is not always true, it is best to avoid fiddling with your hair or touching your mouth or nose, particularly if your aim is to come across as trustworthy. When someone touches or rubs their nose, it can signify a number of things: it can be a signal of disbelief or rejection, or it can also demonstrate that an individual is being untruthful about what they are saying.
- ✓ **Watching the clock while talking to someone:** It is a clear sign of disrespect, impatience, and inflated ego. It sends the message that you have better things to do than talk to the person you are with, and that you are anxious to leave them.
- ✓ **Avoiding eye contact:** It indicates that you have something to hide, and that arouses suspicion. Lack of eye contact can also indicate a lack of confidence or interest and self-consciousness; consequently it could take a toll on one's professional relationships. Glancing down communicates submission.
- ✓ **Fidgeting:** Gazing at something else or into space, writing or doodling, heads downcast and fidgeting conveys the message that you are bored. Rapidly tapping fingers or fidgeting can be a sign that a person is bored, impatient, or frustrated.

- ✓ **Staring:** Eye contact that is too intense may be perceived as aggressive, or an attempt to dominate.
- ✓ **Blinking more rapidly:** It communicates that one is distressed or uncomfortable.
- ✓ **Clenched fist:** It can indicate anger in some situations.
- ✓ **Crossing arms:** It might indicate that a person feels defensive, self-protective, or closed-off. Body language researchers Allan and Barbara Pease report a fascinating finding from one of their studies: When a group of volunteers attended a lecture and sat with unfolded arms and legs, they remembered 38% more than a group that attended the same lecture and sat with folded arms and legs.
- ✓ **Locked ankles:** When the ankles are locked together, either while standing or seated, it can communicate nervousness or apprehension.
- ✓ **Clasping the hands behind:** It might indicate that a person is feeling bored, anxious, or even angry.
- ✓ **Nervous gestures:** When we rub our hands together, bounce our feet, drum our fingers on the desk, play with our jewelry, twirl our hair and fidget while we feel nervous, we immediately rob our statements of credibility. If you catch yourself indulging in any of these behaviors, take a deep breath and steady yourself by placing your feet firmly on the floor and your hands palm down in your lap, on the desk or on the conference table. Stillness sends a message that you're calm and confident.
- ✓ **Nail biting:** It demonstrates stress, nervousness, or insecurity.
- ✓ **Holding Head in hands:** Yet another example of body language that might mean a number of things, the head in hands move can demonstrate boredom, or it might show that a person is upset or ashamed and does not want to show their face.
- ✓ **Pulling of the ear:** People often pull the lobes of one of their ears when they are attempting to make a decision, but remain indecisive. This motion demonstrates the inability to come to a conclusion. It also means that one has heard enough. In addition to it, it means that one is ready to interrupt.
- ✓ **Ankle resting on knee:** Sitting with ankle resting on knee denotes aggressive attitude.
- ✓ **Slouch:** Although sitting ram-rod straight might be a forced exaggeration, make sure you are not slouching, as it means social withdrawal.
- ✓ **Tilting the head too much:** Although a slight tilt of your head can indicate interest, too much of a head tilt indicates submissiveness.
- ✓ **Slow rubbing of palms:** It shows one is crafty or devious.
- ✓ **Removing spectacles and putting them in their case:** It exhibits the urge to terminate the conversation.
- ✓ **Straddling a chair:** It reveals dominant or aggressive attitude.
- ✓ **Chewing something while talking:** It indicates inner turmoil or tension.

How to read other's body language?

- **Look for verbal and nonverbal congruency:** It is important to pay attention to inconsistencies: nonverbal communication should reinforce what is being said. Is the

person saying one thing, but their body language conveying something else? For example, are they telling you “yes” while shaking their head no?

- **Look at nonverbal communication signals as a group:** Don’t read too much into a single gesture or nonverbal cue. Consider all of the nonverbal signals you are receiving, from eye contact to tone of voice and body language. Taken together, are their nonverbal cues consistent or inconsistent with what their words are saying? If one places too much emphasis on just one signal out of many, one might come to an inaccurate conclusion about what a person is trying to say.
- **Trust your instincts:** Don’t dismiss your gut feelings. If you get the sense that someone is not being honest or that something is not adding up, you may be picking up on a mismatch between verbal and nonverbal cues.

Questions that one should ask oneself during a conversation

Eye contact – Is the person making eye contact? If so, is it overly intense or just right?

Facial expression – What is their face showing? Is it masklike and unexpressive, or emotionally present and filled with interest?

Tone of voice – Does the person’s voice project warmth, confidence, and interest, or is it strained and blocked?

Posture and gesture – Is their body relaxed or stiff and immobile? Are their shoulders tense and raised, or relaxed?

Touch – Is there any physical contact? Is it appropriate to the situation? Does it make you feel uncomfortable?

Intensity – Does the person seem flat, cool, and disinterested, or over-the-top and melodramatic?

Timing and place – Is there an easy flow of information back and forth? Do nonverbal responses come too quickly or too slowly?

Time to appraise yourself! How good are you in evaluating your body and that of others?

Exercise 1:

Write a short story where all communications are carried out through body language. The story should consist of a conversation between two or more people. There should be no “words” exchanged in these conversations. Instead, the entire communication must take place using body

language. The narrator should explain what is happening by describing the body language of the characters in the story. The narration can be of third-person or first-person.

Exercise 2:

Watch videos when it is muted, guess what is going on and see how much of the message comes through by only observing non-verbal signals. Watch the same video with sound after every 3 minutes to evaluate how good you are in understanding body language of others.

Fun time

Form a group and explain to the group that you are going to give them a series of instructions, which you would like them to copy as fast as they can. State the following actions as YOU do them:

- Put your hand to your nose
- Stand up
- Touch your shoulder
- Sit down
- Stamp your foot
- Cross your arms
- Put your hand to your mouth – but while saying this, put your hand to your nose

Observe the number of group members who copy what you did rather than what you said. This exercise demonstrates the role of body language in conversation.

UNIT III

CREATIVITY

"Creativity is intelligence having fun." -- Albert Einstein

Creative thinking means looking at something in a new way. It is the very definition of ‘thinking out of the box’ or lateral thinking. The fictional detective, Sherlock Holmes uses lateral thinking in ‘Silver Blaze’, a famous short story when he realizes that a dog *not* barking is an important clue in a murder case.

Creative people have the ability to devise new ways to carry out tasks, solve problems, and meet challenges. They bring a fresh and sometimes unorthodox perspective to their work. This way of thinking can help departments and organizations move in more productive directions. For these reasons, they are extremely valuable to a company.

Origin of creativity

Creativity is the act of turning new and imaginative ideas into reality. Creativity is characterised by the ability to perceive the world in new ways, to find hidden patterns, to make connections between seemingly unrelated phenomena, and to generate solutions. Creativity involves two processes: thinking and producing.

Under medieval Christianity, the Latin ‘*creatio*’ came to designate God's act of ‘*creatio ex nihilo*’ (‘creation from nothing’); thus ‘*creatio*’ ceased to apply to human activities. The middle ages, however, went even further than antiquity, when they revoked poetry's exceptional status: it, too, was an art and craft therefore not creativity.

The first to apply the word ‘creativity’, however, was the 17th century Polish poet, Maciej Kazimierz Sarbiewski, but he applied it only to poetry. For over a century and a half, the idea of human creativity met with resistance, because the term ‘creation’ was reserved for creation "from nothing."

In the 19th century, art took its revenge; art was not only recognized as creativity, but *it* alone was. When later, at the turn of the 20th century, there began to be discussions of creativity in science and nature, this was taken as the transference, to the sciences and to nature, of concepts that were proper to art.

What Does It Take to Be Creative?

Prepare the ground

“In creating, the only hard thing's to begin; A grass-blade's no easier to make than an oak.”—
James Russell Lowell

Creativity requires an absorbed mind, a relaxed state of focus and attention. Give yourself the time and space you need to get completely absorbed in the zone of creativity and inspiration. Let the desire to create come from the pure pleasure of creative expression. If you worry about being perfect, you may never begin.

Playwright George Bernard Shaw sums it up, “Some men see things as they are and say ‘why?’ I dream of things that never were and say ‘why not.’”

Csikszentmihalyi suggests that creative people tend to possess a variety of traits that contribute to their innovative thinking. Some of these key traits include:

- **Energy:** Creative people tend to possess a great deal of physical and mental energy. However, they also tend to spend a great deal of time quietly thinking and reflecting.
- **Intelligence:** Psychologists have long believed that intelligence plays a critical role in creativity. In Terman's famous longitudinal study of gifted children, researchers found that while high IQ was necessary for great creativity, not all people with high IQs are creative. Csikszentmihalyi believes that creative people must be smart, but they must be capable of looking at things in fresh, even naïve, ways.
- **Discipline:** Creative people do not just sit around waiting for inspiration to strike. They are playful, yet they are also disciplined in the pursuit of their work and passions

The innovators DNA

Studies by Clayton M. Christensen and his researchers uncovered *The Innovators DNA*: five key behaviours that optimize your brain for discovery:

1. **Associating:** drawing connections between questions, problems, or ideas from unrelated fields
2. **Questioning:** posing queries that challenge common wisdom
3. **Observing:** scrutinizing the behaviour of customers, suppliers, and competitors to identify new ways of doing things
4. **Networking:** meeting people with different ideas and perspectives
5. **Experimenting:** constructing interactive experiences and provoking unorthodox responses to see what insights emerge

CREATIVE TECHNIQUES

1. Brainstorming

This is one of the most popular creative techniques. The basis of brainstorming is generation of ideas based on suspension of judgment, a principle which scientific research has proved to be highly productive in individual effort as well as group effort. Brainstorming is a problem-solving method that involves spontaneous contribution of creative ideas and solutions of individuals and groups. This technique requires intensive, freewheeling discussion in which every member of the group is encouraged to think aloud and suggest as many ideas as possible based on their diverse knowledge.

Brainstorming combines an informal approach to problem-solving with lateral thinking, which is a method for developing new concepts to solve problems by looking at them in innovative ways. Some of these ideas can be built into original, creative solutions to a problem, while others can generate additional ideas.

- **Negative brainstorming**

One way to generate ideas is to generate good solutions through brainstorming, but negative brainstorming takes a different angle on that. It is a method that uses brainstorming to generate bad solutions to the problem, and then see how those could be transformed into good solutions. This can be a way to use brainstorming in a funny manner, to explore new plausible alternatives and solve problems from a different angle.

Example 1:

A group is tasked with finding solutions to the question, 'How could you make children and grandparents understand each other more?' In negative brainstorming the group tries to find the worst solutions, and then transform these into useful solutions, as follows:

- To build a wall between old and young people.
- To put them in two different buildings so they never meet.
- Make a machine that really distracts the youngsters so they do not want to spend time with the elders.

A transformed solution would be:

- Create a retirement home with a kindergarten in the middle. The elders could then come by and help when they have time.

2. Insights Game

Have you experienced one of those moments when you suddenly realize how the world works and the dots are connected? The Insights Game is about these moments. Every insight gives you one point. You need to have at least one point every day, if not the game is over. The goal and the reward of this game is that you will improve your ability to see the big picture, process more complex problems and challenge your beliefs.

Use images, videos, post-its and whatever you want to put your insights on the board. Go back to the board every day and look at the big picture. Try these for 21 days minimum, and feel this magical moment!

3. Mood boards

Mood board is a type of collage that may consist of images, text, videos and samples of objects in a composition of the choice of the mood board creator. Designers and others use mood boards to develop their design concepts and to communicate the same to other members of the design team. They are used by artists and are based on a particular theme of their choice too.

4. Six Thinking Hats

Six thinking hats is a great tool for creative group discussion and individual thinking. Challenge your brain to think in the following six distinct directions, and come up with a perfect solution for your problem.

- ***White Hat thinking.*** This covers facts, figures, information needs and gaps.

- **Red Hat thinking.** This covers intuition, feelings and emotions. The red hat allows the thinker to put forward an intuition without any need to justify it.
- **Black Hat thinking.** This is the hat of judgment and caution. It is always logical and the most valuable hat. The black hat is used to point out why a suggestion does not fit the facts, the available experience, the system in use, or the policy that is being followed.
- **Yellow Hat thinking.** The essence of yellow hat thinking is 'logical positive'. Why something will work and why it will offer benefits.
- **Green Hat thinking.** This is the hat of creativity, alternatives, proposals, provocations and changes.
- **Blue Hat thinking.** This is the overview or process control hat. In technical terms, the blue hat is concerned with meta-cognition.

5. Random Words (Random Input)

Random Words creative technique encourages your imagination to create different perspectives and new angles on your idea or the problem you are facing. It is by far the simplest of all creative techniques and is widely used by people who need to create new ideas (for example, for new products).

Prepare a lot of different random words, short stories or tweets, put them on the board and start your brainstorming session! Research has shown that in creativity quantity equals quality. The longer the list of ideas, the higher the quality of the final solution. Quite often, the highest quality ideas appear at the end of the list.

Once you have chosen the word, list its attributions or associations with the word. Then apply each of the items on your list and see how it applies to the problem at hand. How does it work? The brain is a self-organising system and very good at making connections. Almost any random word will stimulate ideas on the subject.

6. Storyboarding

Storyboards go back to the very beginnings of cinema and animation. As it is known, Walt Disney and his staff developed a Story Board system in 1928. Disney wanted to achieve full animation and for this, he needed to produce an enormous number of drawings. Managing thousands of drawings and progress of a project was nearly impossible, so Disney had his artists pin up their drawings on the studio walls. This way, progress could be checked, and scenes added and discarded with ease.

Now Storyboarding is a popular creative technique and is widely spread in business. Storyboards are used today by industry for planning advertising campaigns, commercials, proposals or other business presentations intended to convince or compel to action.

The initial storyboard may be as simple as slide titles on Post-It notes, which are then replaced with draft presentation slides as they are created.

7. Metaphorical thinking

A metaphor is a thinking method which connects two universe of meaning. Metaphorical thinking is based on similarity. Our mind tends to look for similarities. A road map is a model or metaphor of reality and useful for explaining things. Put everything that are related to the topic on the board – words, images, videos, icons, etc. to help you create something new and exciting.

8. Mind mapping

Mind Map developed by Tony Buzan is an effective technique of structuring information and note-taking. It is also useful during the brainstorming sessions. To make a mind map, start in the centre of the board with the main idea, invite your team and work in all directions, producing a growing and organized structure using key words/phrases and key images/videos. Use colourful links, post-its, shapes, icons, images and videos – anything that can help you build a visual map.

9. Brain shifter

Brain shifter is one of creative techniques that is similar to mind mapping, but you should act as if you were someone else. The purpose is to create new ideas that you never thought about before.

Instruction:

Get in to a character by changing your mind set and try to think like another person. E.g imagine that you are a doctor, a lawyer, a kid or why not, a Batman? Start to write your ideas on post-its thinking as you are a ‘superhero’.

Ways to improve creative writing

When it comes to writing, some people are better than others. The truth is that there is no real science to it. In fact, many consider writing, an art. Still, this does not mean that you cannot become a better writer if you practice. After all, practice makes a man perfect, as the saying goes. There are several things you can do to enhance the way you write. The following 8 writing exercises could improve your writing skills:

- **Picture Prompts**

One of the hardest jobs a writer has to accomplish is describing to the reader what they want them to see. This means offering real details about the situation or subject he/she wants to convey. A great writing exercise is taking a picture from a magazine or somewhere else and describing that picture using as much details as you can. Go further than just writing what you see in the photo and imagine yourself in the image. Describe what you may feel, smell or taste in the situation. You will learn how to accurately write about perceptions, adjectives and feelings.

- **Use the Dictionary**

The road to improving your writing begins by expanding your vocabulary. The more words you know the more the ways you will have to convey your message. Start by learning a new word every day from dictionary. Frame sentences using the new word that you have learnt.

- **Word Association**

Another great writing exercise is word association. It is nothing but writing down a random word and then continuing to write another that relates to it. As you write more words, you can end up enriching your diction. This will help you to slowly move from one context to the next. Performing this exercise will allow you to let your imagination go in any direction. One example is as follows:

Writing, pen, paper, book, print, machine, copy, ink, cartridge, colors, etc.....

- **Create a 'How to'**

If there are some things you are familiar with, create a 'how to' guide on them. Use a step-by-step guide showing others what to do and how to do it. You can do just about anything from using an app on your phone to eating cereal. In turn, you will discover all about organization skills and instructions. This means you will teach yourself about organizing your thoughts better and following instructions to achieve the goal.

- **Become an editor**

A great way to improve your own writing is by correcting other people's work. By becoming an editor, you can concentrate on someone else's mistakes. This will help you pay more attention to details you may otherwise ignore. In addition, you will discover and learn about other people's writing styles.

- **Practice fiction or non-fiction**

Open a page of a book randomly. Next, concentrate on the first sentence you see. Now use that sentence and write your own version of events based on the sentence; it can be of any genre. This will help you think and explore new ideas and concepts in your mind. At the same time, your imagination and thoughts can be put in writing.

- **Use writing apps**

The best thing about smartphone is the availability of many useful apps at hand. There are now all kinds of apps out there which are dedicated to help you become a better writer. Many of these apps can vastly improve your writing by showing your mistakes that you may not be aware of. Apps such as Hemingway, Grammarly and OneLook Reverse Dictionary are great to use. All of these will greatly enhance many aspects of your writing.

- **Use word games**

Just like apps, word games are an excellent way to strengthen your writing. Using word games actually help you in several different ways. Firstly, they can expand your vocabulary. Secondly, word games substantially increase your memory, give your brain a workout and keep your mind sharp.

In 1960, the founder of random house publishing firm challenged Dr. Seuss to write an entertaining children's book using only 50 different words. The result was a little book called *Green Eggs and Ham*.

Presentation Skills

In a cut throat life, presentation skills helps one distinguish herself/himself from many. The following strategies helps one to establish oneself as unparalleled.

1. Tell a story

The human brain has been designed to respond to stories as both a survival mechanism and an entertainment mechanism which have developed into one of the most powerful communication tools humans have known.

Stories are much more interesting than facts because stories entertain us. Story is a tool that helps us to perceive and process the world of facts around us. Storytelling attracts and maintains attention of the listeners. It helps the audience to understand and remember what was said, even after hours of narration. Instead of presenting your work solely as a series of facts organize your facts into an interesting story.

2. Ask questions at crucial moments

Presentation is nothing but a series of statements strung together, therefore the chances of holding the attention of the listeners are slim. Statements sound trite and expected especially during a presentation, whereas a relevant and igniting question spurs the interest of the audience. A question breaks up the regular presentation rhythm and helps one to emphasis the fact that the topic for discussion is significant. More than that, a question turns a presentation from a passive story into an active quest that the audience can explore on their own through their answers. Answering a

question (even if only in their heads) makes the audience feel involved in the presentation and keeps their interest glued to the words of the speaker.

3. Organize your presentation into three clear points

At the end of the presentation, we can recall three important things that were presented. Even if you are making more than three points, which you likely will be, you can find ways to organize all your points into three main categories. That way, you can easily address and summarize the gist of your presentation at the end.

4. Practise humour

Humour makes the world go around. Add the element of humour in your presentation. This does not mean you have to crack jokes the entire time. It simply means being cheerful, light-hearted, and personable. While it can be challenging to nail just the right tone with your use of humour it is one of the best presentation ideas to work on. Humour works to break the ice between you and your audience. It helps to put everyone at ease, and encourage the audience to be well-disposed towards you, it also helps open people up to the ideas you are offering in your presentation.

5. Design your PowerPoint for persuasion, not distraction

Design a PowerPoint with purpose, not with a motto to fill the empty wall behind you and the audience, by repeating your presentation in bulletin format. Those types of PPTs create no impact among the audience. Select slides that best fits your narrative structure. Good presentation ideas are easily lost in a mediocre design. You need presentation slides that highlight your innovative ideas using quotes, key phrases, images, and other visual elements that support and enhance, not overwrite your presentation's persuasive powers.

6. Don't read from your slides

Reading from a slide that everyone in the room can see is an uninteresting and ineffective way which makes you look unprepared. Slides are not for reading, but for emphasizing your points quickly. PowerPoint is not there to remind you what to say but to help your audience better understand the point you are making. When you read off your PPT, your audience will inevitably read along with you which will distract them. Keep the text of your slides short and only use it to highlight important points you are making or to mark the headlines of different sections of your presentation.

7. Use visuals to ground abstract ideas

Make your presentation an exciting one by using graphics and visuals to captivate your audience like graphs, charts, and pie charts that illustrate your point and help emphasize it. Also, include images that make an impact on the audience and make the gist of your argument memorable. There is a difference between saying that your solution will cut costs by 20% and showing what that looks like on a graph with real numbers. It helps bring the idea from the abstract domain of theory

into the concrete domain of facts. However, visuals should not be used gratuitously; instead, everything you put into your slideshow should have a specific purpose.

8. Tailor your examples according to the audience

Another creative presentation idea is to personalize your talk for the specific audience you are talking to on each occasion. Whether it is a prospective client, an audience at a conference, or a potential investor, you can always adjust and personalize your presentation experience to the specific audience. Give examples in your presentation that involve the audience and show how your solution will benefit them.

People may not care (or may think they do not care) about your solution or talk if it just discusses the general. But the minute people realize that something can directly affect and benefit them personally, they start paying attention! Show your audience the direct effects of your presentation by including them in your examples, and you will have their full attention and work your way halfway to that yes!

9. Share the glory

Do not steal all the glory for yourself. Share the stage with other presenters or the audience members to help you narrate the story and make the whole presentation more interactive. Steve Jobs never pulled off the entire presentation by himself; he always invited several speakers, including designers, partners, and other executives, to help him introduce their latest product. Do the same. Bring someone from the audience onstage and get them do something relevant and fun. This technique should always be arranged with the volunteer in advance.

Memory Skills

People with good memories are often seen as knowledgeable, smart, competent, and dependable. And there are many techniques you can use to develop your own ability to remember information – and then recall it when you need it, to establish yourself as a creative personality.

Ways to improve your memory

- **Be flexible:** Try new learning styles.
- **Make a list:** Create a framework and organize ideas.
- **Review:** Practice and review materials.
- **Get involved:** Find an emotional connection to your work.
- **Schedule:** Be strategic about studying.

- **Use a support:** Create tables, charts, and other aids as needed.
- **Rephrase:** Use your own words to explain concepts.
- **Avoid Distractions:** Turn T.V., phone, and other gadgets off

Memory techniques

1. Link method

This method is making associations between items in a list and then placing an image with each connection to remember them. In other words, create a strong story by linking items in a list. The images and story associated with the list sets the recall.

2. Loci method

This ancient Roman method involves mentally associating items in a list with familiar locations. For example, to remember a list, place the objects in your dorm or apartment, or if you are homesick, your parents' place. Another form of the link method, creating a story (the more detailed, the better) and creating a clear path and interaction with the interior's contents proves most effective. Use positive locations, and apply all the senses, adding colour, smell, and texture to the locations and images.

3. Image-Name technique

To remember names of specific individuals, focus on physical aspects of that person. This works well for history or literature courses. For example, think of listing the presidents of the United States, or pairing a person with a specific event or piece of work. Look up a picture of the person in question. Focus on a particular aspect of that person's appearance.

4. Erase-to-remember

Dr. John Terry of Willamette University advises writing out everything that merits memorization in pencil prior to testing. Once committed concretely to memory, erase that information from the list. At the end of the exercise, your paper will be blank, and your mind full.

5. Keywords

Choose a foreign word to memorize, then choose an English (or any other language) word that sounds similar as your keyword, and finally, create an image that pairs the keyword with the real meaning of the foreign word.

For example, the Spanish word casa — which means house — could be associated with case, so picture a case enclosing a house.

6. Mind Maps

Mind maps easily and clearly organizes and condenses information. Draw the main heading at the centre, and use the subheadings as offshoots. Then, important details shoot off from those.

7. Chunking

This technique involves breaking down or clustering information. Take a large piece of information, and reduce it into smaller subcategories. For instance, if you need to remember a large number, say 780,592, break it into 78-05-92. You can retain information longer through this process.

8. Acronyms

One of the simplest ways to remember processes or parts of a larger picture is to use the first letter of each word to make one long acronym. For example, ROYGBIV, (sequence of hues making up a rainbow: red, orange, yellow, green, blue, indigo and violet. The initialism is sometimes referred to in reverse order, as VIBGYOR.) FANBOYS (grammar mnemonic for the coordinating conjunctions like, For, And, Nor, But, Or, Yet and So)

9. Repeat

If you enjoy study groups, make sure to meet right after class. By immediate repeating, reciting, and discussing that information that was just taught, you more readily solidify concepts in long-term memory.

10. Morning memorization

Dr. Jane Oakhill, a psychologist at the University of Sussex has conducted a number of experiments to determine whether time of day affects our memory. She discovered that we process two types of memory namely, Declarative and Semantic; differently throughout the day. In the morning we tend to be better at Declarative Memory tasks: our ability to recall exact details, like names, places, dates and facts. However in the afternoon, our brain is better at Semantic Memory tasks; our ability to integrate new information with what we already know and make it meaningful. In other words, the morning is best for researching information. And the afternoon is better for synthesizing and applying it.

11. Write and re-write

Don't think you can skip taking notes in class or in meetings. Keenly listen, and take notes of the speaker's points. In addition, re-write or type your notes. The process of reading and rewriting re-establishes the information for not only a fresh understanding, but a more permanent effect. In addition, write notes in different areas: books, notebook, study guides, etc.

12. Combine multiple methods

Memory techniques work most efficiently when paired with another. Using images with songs, with an acronym, and devoting undivided attention to the subject at hand ensure a peaceful approach to a big test

Exercise:

If you had to bury treasure where would you hide it?

If you were given a one-minute slot to advertise the super bowl that you could not sell, what would you fill it with?

What would be the title of your so-far-life autobiography?

Give an alternative titles or end for a story that you have read.

Find unusual uses for common everyday objects such as bricks.

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