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Solution

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PIRACY IS NOT GOOD

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PROFFIT

Learner's Guide

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First Edition - 2013





Let's get Professionally Fit

S

oft skills are essentially the skills that we require to deal with people. They range from the way we talk, the way we present ourselves, to the way we deal with others around us. They form an integral part of our personality and hence, to a great extent, influence the way we work.

In our every day lives, no matter what we do or which occupation we are involved with, we always deal with people. To other people, we are not what we are but what they perceive us as. They react to us in a way that seems to them to be in congruence with their perception of us. Soft skills help us in projecting the intended image to others. This helps us successfully deal with people. Since, at work, we always have to work in a team in one form or the other, these skills can play an invaluable role in our professional lives. They also help us acquire an organized approach, a favourable temperament, and a positive attitude.

This book endeavours to teach its readers all the soft skills that will prove invaluable to them in their professional lives. The book covers skills pertaining to presentations, sales and marketing, team building, and business writing. Apart from that, the book has relevant role-plays that students need to perform at various stages of learning to completely imbibe the concepts already taught.

We will be glad to receive your suggestions.

Design Team

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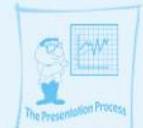
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A Personal Review – Your Qualities

Review the following list of personal qualities. Tick those that apply to you.

I consider myself to be:

Adaptable	Willing	Thorough	
Precise	Insightful	Assertive	
Sensitive	Productive	Versatile	
Perceptive	Imaginative	Efficient	
Caring	Honest	Hardworking	
Courageous	Dedicated	Forthright	
Tenacious	Responsible	Persistent	
Trustworthy	Helpful	Intuitive	
Strong	Analytical	Organized	
Incisive	Warm	Friendly	
Diligent	Intelligent	Communicative	
Determined	Committed	Intellectual	
Persuasive	Flexible	Humorous	

Circle four of the above qualities that best describe you.

FINANCIAL ACCOUNTING

AMAZING FACTS



The first Modern Computer:

The first of the modern day computer, the Harvard MARK I came into being in 1944. It was a 5-ton device containing almost 760,000 separate pieces, 55 feet long and 8 feet high. The giant room that it was put in became noisy due to clicking metal parts.

This computer was used by the US Navy for gunnery and ballistic calculations till 1959. The computer, controlled by pre-punched paper tape, could carry out addition, subtraction, multiplication, division and reference to previous results. It had special subroutines for logarithms and trigonometric functions and used 23 decimal place numbers. Data was stored and counted mechanically using 3000 decimal storage wheels, 1400 rotary dial switches, and 500 miles of wire. Its electromagnetic relays classified the machine as a relay computer. All output was displayed on an electric typewriter. By today's standards, the Mark I was slow, requiring 3-5 seconds for a single multiplication operation!

“ The future belongs to those who believe in the beauty
of their dreams. ”

1



SOLUTION SELLING : FUNDAMENTALS



Solution Selling : Fundamentals



Background Information

- Selling process is a highly dynamic interaction between a sales person and a client.
- Sales process is a series of six interwoven steps:
 - Know your company and product or service.
 - Identify needs and potential clients.
 - Spread the word.
 - Establish a relationship.
 - Propose and negotiate.
 - Maintain your relationships.
- There are various avenues of communication that you can use like face-to-face, telephone, through magazines, trade journals and newspapers, television and the Internet.
- The form of communication depends on what you sell, where you live and who your clients are.
- Collaborating with clients is important as it avoids clients feeling that you are trying to make them buy something. Become a partner in trying to solve a problem or fulfill a need and act as a consultant.
- Pushing a product or service never guarantees a sale. Never say or do something just to make a sale. Allow clients to ask questions and raise concerns. The more people you speak with does not guarantee more sales.
- A positive attitude is not necessarily the key to successful selling.
- People buy benefits and not the features of the product. Concentrate on demonstrating benefits rather than features of a product.
- Benefits of becoming a salesperson include providing a quality product or service to people and meeting and interacting with people.

- You should identify people's decision-making practices, as it will help you identify the criteria the clients use before making a decision.
- When understanding a person's decision-making practice, ask these questions:
 - Does the person have a final say as to whether to choose my product or service?
 - How will this person benefit from the product or service?
 - What criteria will this person use to evaluate my product or service?
 - Which criterion is most important?
 - What information does this person need?
 - What does he expect in terms of delivery, quality, performance, and materials?



Understanding Sales Terms

- A *feature* is what you as a sales person propose to do for or provide to a client whereas a *benefit* is what the product or service does for a client.
- Prospecting means searching for people who have a need for your product or service. Before you start prospecting, organize your information, and develop a plan.
- Cold calling involves contacting people whom you do not know and have never met.
- Warm calling involves meeting people whom you already know to tell them about your product and services.
- Networking is meeting new people through people you already know or through organizations you belong to.
- A filter system is a means of sifting through information to determine who has a need for your product or service. When using a filter system, you can establish a benchmark that identifies the ideal candidates for your products or services.
- Jargon is a set of words unique to a particular field of study or profession. Take care not to use jargons while speaking to the client.
- Credibility is believability. If a person believes what you say, then he/she finds you credible.
- Buyer's remorse is the negative self-deprecating feeling a client might have after making a purchase. Help your clients to prevent them from feeling buyer's remorse.



Session 1



- Buyer's revenge occurs once the buyer has moved beyond buyer's remorse. A person with buyer's revenge mindset feels that the salesperson swindled him/her.
- Euphemisms are words or phrases that have positive connotations and are used in place of words or phrases with negative connotations.
- Question overload is what people feel when you fire multiple questions at them without giving them adequate time to formulate responses.
- Information overload is what people feel when you give them more information than what they want or need.

Developing your Character

- The traits of a successful sales person are numerous and diverse. Some of them can be remembered by using the acronym PLEASED.
 - Persist in the face of rejection.
 - Listen to people.
 - Empathize with people.
 - Adapt to the need of others.
 - Solve problems.
 - Excel at dependability.
 - Deal honestly with people.
- Having an imagination is important to sales for a couple of reasons. First, some problems require creative solutions, and second is that clever remarks, unconventional sales pitches and ways of contacting people can make lasting impressions.
- Some ways to stimulate your creativity include reading, solving cross-word puzzles, brain storming, participating in community activities, or going for continuing-education seminars or conferences.
- The skills that are an asset to every salesperson include:
 - **Interpersonal Skills**- They include empathizing with people, understanding others' points of view, listening patiently and closely, and tactfully delivering bad news.
 - **Leadership skills**- People want to associate with leaders, not followers.
 - **Negotiation skills**- They are required to overcome objections and close deals.



- **Problem solving skills-** They involve coordinating knowledge, experience, attitudes, intuition, and abilities to generate a variety of options for solving a problem.
- You can become a successful sales person by incorporating into your life and work, the characteristics in the **PLEASED** acronym.

Managing Yourself

- Clients expect you to behave professionally. In addition, they also expect you to have a helpful attitude.
- Credibility depends on how people perceive you. Hence, you must reinforce your professional behaviour with empirical, visible activity.
 - Provide evidence.
 - Stay on top of the competition.
 - Project reliability.
- As a sales person, be enthusiastic as your approach will hold the clients attention and also spark their interest.
- To enhance your professionalism, while speaking with the client:
 - Never interrupt the client while he/she is speaking.
 - Never tell a client he/she is wrong or has done something wrong.
 - Never make critical remarks about the competition or anyone else.
 - Never make assumptions about the client.
- Your performance depends on how many people you made a positive contact with, your level of job satisfaction, and your motivation.
- Taking a proactive approach means anticipating possible scenarios and preparing ways to handle them.
- A proactive approach is a service-oriented approach and clients want more service.



Session 1



Check Your Progress

The main learning for me from this module was:

These are the skills that I need to work on and develop:

These are the impeding traits in me that I need to watch out for:

Aptech Teaser Time

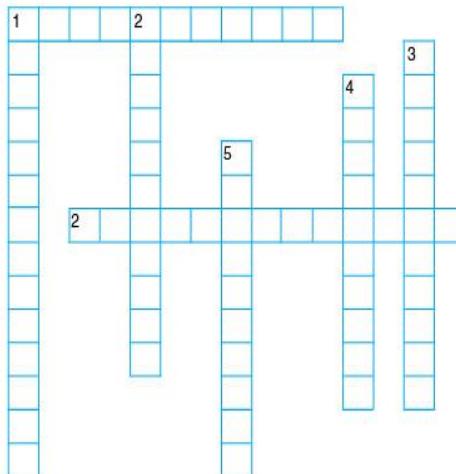
If you have understood the fundamentals of solution selling, this will be a cakewalk for you.

Across :

1. Searching for people who need your product or service. (11)
2. You need this skill to understand other's point of view. (13)

Down :

1. Behave thus with your clients. (14)
2. A trait of a successful sales person. (11)
3. Contacting people you have never met or known. (4,7)
4. Meeting people through people you already know. (10)
5. Words with positive connotations. (10)



networking, interpersonal, euphemisms
prospecting, cold calling, persistence, professionally.

Notes

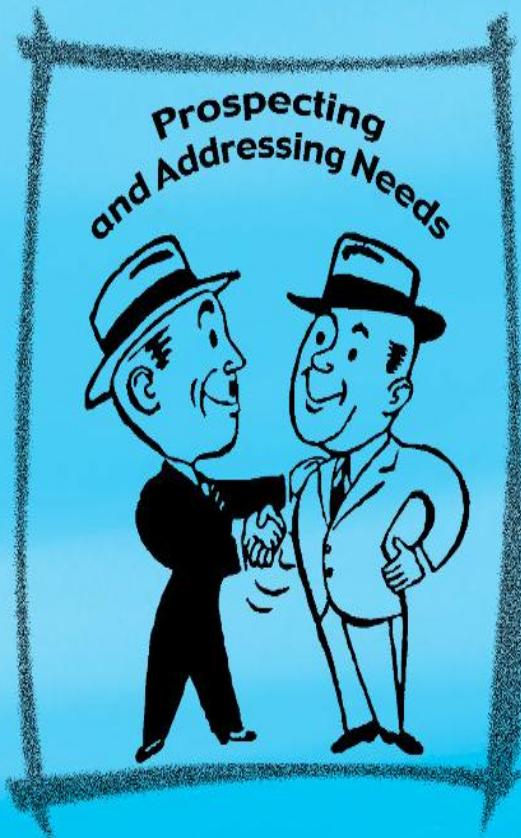


Notes



2

“*The bad news is time flies. The good news is you're the pilot.*”



PROSPECTING AND ADDRESSING NEEDS



Prospecting and Addressing Needs



Background Information

- Sales process is a highly dynamic interaction between the sales person and the client.
- Your objective as a sales person is to learn about the client's needs and help them fulfill those needs.
- The client's objective is to fulfill his/her needs with the best possible products or services.
- Sales process is a series of six interwoven steps:
 - Know your company and product or service.
 - Identify needs and potential clients.
 - Spread the word.
 - Establish a relationship.
 - Propose and negotiate.
- Maintain your relationships.
- You must help people discover that they have a need for your product or service.
- Do not dazzle customers with promises without considering their needs.
- Sometimes people take a lot of time to make decisions and consider all the facts and at other times their decisions are based on pure emotions. It is important for you to know the key criteria a person uses to make decisions.
- It is important to note that clients buy:
 - Benefits, not features.
 - Because they want to.
 - From people they trust and like.
 - When they have a need.
 - When they don't have a need, but a strong emotion.

Discovering your Clients

- Prospecting means finding people who need your product or service.
- Before you begin prospecting for potential clients, you must organize your information, develop a plan, talk to co-workers, and get feedback from current clients.
- Some approaches to prospecting include cold calling, warm calling, mass mailing and e-mails, faxes to businesses, fliers on bulletin boards, and messages on Internet websites.
- Depending on the products and services you sell, you can meet potential clients almost anywhere.
- There are a number of ways through which you can research potential clients. This includes personal contacts, magazine articles, almanacs, and Internet websites.
- When making sales calls, whether through phone or in person, use the guidelines denoted by acronym PHASED to make them successful:
 - Prepare for a call.
 - Have a confident attitude.
 - Answer questions honestly and directly.
 - Show respect for the person's time.
 - Engage the person in conversation.
 - Do not forget to follow up.
- Networking involves connecting with new people through people you know or through organizations you are involved with. Successful salespeople make themselves known through networking and also through making lasting impressions on people they meet.
- Perhaps the most important networking practice is to develop relationships with people. Some people find positive visualization very helpful for this purpose.
- Filter system is a method of sifting through information to determine who has a need and is best suited for your products or services. While using filter system, you can define a benchmark that identifies the ideal candidates for your products and services.



Session 2



Connecting with your Client

- Clients expect you to behave professionally. They also expect you to have a helpful attitude.
- Credibility depends on how people perceive you, so you must reinforce your professional behaviour with empirical, visible activity.
 - **Provide evidence-** Do not merely tell people what you can do for them; show them what you can do.
 - **Stay on top of the competition-** Know the products and services of your competitors to answer comparison and contrast questions and be ready to "go the extra mile".
 - **Project reliability-** Show people, through actions, that you can be relied upon.
- When connecting with clients, there are various guidelines you must follow, such as being sincere, polite, honest, and dependable. Also project confidence by making eye contact and shaking hands. Know the difference between persistence and being pushy.
- Making yourself and your product or service available is essential to your sales success. Advertising and self-promotion help you create visibility.
- Having business allies is important for sales people for the following reasons:
 - Having regular business contacts helps you to send business to one another.
 - Collaborating with professionals who offer products and services complementary to yours will help you generate ideas about how to make your product or service known to consumers.
 - Speaking to other professionals and sharing their experiences can help you tackle your sales challenges.
- Jargon is a set of words unique to a particular field of study or profession. Take care not to use jargons while speaking to the client. If you use jargon, you risk:
 - Intimidating the client.
 - Making the person feel ignorant for not knowing the term.
 - Miscommunication with the person.
 - Losing a sale.
- While talking to people, whether on the phone or in person, it is important to put them at ease as it helps you to build relationship and also make them willing to listen to you and trust you.

- To put the person at ease, while making a sales call:
 - Smile and introduce yourself warmly by name.
 - Address people formally.
 - Ask them if this is a convenient time to talk.
 - Sincerely ask how the person is.
 - Check your posture.
- The physical environment can provide many distractions that influence the direction of a sales call. For example, the temperature of the room, proximity to the client, and the level of noise in the vicinity.

Finding Solutions

- When working with the clients to address an issue, always try to create a win-win situation, as both you and your client will benefit from the outcome.
- When finding solutions for a potential client, follow the steps given below to identify the core of the problem:
 - Identify the person's key issues.
 - Determine the extent to which you can help.
 - Discuss solution ideas.
 - Listen to and openly address concerns.
 - Allow time for a decision and follow-up.
 - Help implement the solution.
- Your approach should be proactive rather than reactive as a proactive approach reflects your thoughtfulness and your ability to plan.
- You can be proactive by thinking of responses to the possible objections that your client might have, and also by anticipating the possible problems your clients might encounter while using your products or services and devising ways to resolve them.
- While speaking to the client:
 - Never interrupt the client while he/she is speaking.
 - Never tell a client he/she is wrong or has done something wrong.
 - Never make critical remarks about the competition or anyone else.
 - Never make assumptions about the client.



Session 2



Check Your Progress

The main learning for me from this module was:

These are the skills that I need to work on and develop:

These are the impeding traits in me that I need to watch out for:

Aptech Teaser Time

Scrambled here are some words that describe some things you'll be doing while prospecting and addressing needs. Unscramble and rearrange circled alphabets to describe "finding people who need your product or service."

A T N I I N T G O E G

U N S G I R O J G A N

I G S O P P O R N

G N I L A C L

○ ○ ○ ○ ○ ○ ○

Notes



Notes



“ You can't have everything, where would you put it? ”



OVERCOMING OBSTACLES



Overcoming Obstacles



Background Information

- Sales process is a highly dynamic interaction between the sales person and the client. Its main objectives are to determine the customer's needs and best ways to fulfill them. It also requires helping people discover they have need for your products or services.
- Sales process is a series of six interwoven steps:
 - Know your company and product or service.
 - Identify needs and potential clients.
 - Spread the word.
 - Establish a relationship.
 - Propose and negotiate.
- There are various myths about sales practices:
 - Push a product and stay in control.
 - Say or do something just to make a sale.
 - Answer questions without allowing clients to ask them.
 - More people you speak with guarantees more sales.
 - A positive attitude is the key to successful selling.
 - Dazzle the customers with product features.
- The key issues that you will face while making a sale are price, durability, quality, aesthetics, and availability.
- To identify a person's key considerations, ask stimulating and probing questions, and listen for key issues in their answers.
- A *feature* is what you as a sales person propose to do for or provide to a client whereas a *benefit* is what the product or service does for a client. People buy benefits and not the features of the product.
- Your approach should be proactive rather than reactive as a proactive approach reflects your thoughtfulness and your ability to plan. It also prepares you for the unexpected.



- You can be proactive by thinking of responses to the possible objections that your client might have, and also by anticipating the possible problems your clients might encounter while using your products or services and devising ways to resolve them.

Anticipating Objections

- It is important to anticipate objections as:
 - You stay in control of the presentation.
 - You prevent the need to defend yourself or your product or service.
 - You prove that you see your product or service through the client's perspective.
- A key issue matrix is a chart that helps you organize and prioritize a client's key issues as you discover them.
- Sometimes people take a lot of time to make decisions and consider all the facts and at other times their decisions are based on pure emotions. It is important for you to know the key issues a person uses to make decisions, as that will help you look at your product or service from his/her point-of-view.
- When understanding a person's decision-making practices, ask these questions:
 - Does the person have a final say as to whether to choose my product or service?
 - How will this person benefit from my product or service?
 - What criteria will this person use to evaluate my product or service?
 - Which of the criteria is most important?
 - What information does this person need?
 - What does he expect in terms of delivery, quality, performance, and materials?
- When people raise objections, they demonstrate that they are examining your offer critically whereas when they stall, it generally signals an unresolved issue that they are unwilling to expose.
- You can tell when a client is stalling by reading verbal and non-verbal cues. Other signs include infrequent eye contact, tense facial muscles, and fidgeting.
- People may object to making purchases based either on personal or economical reasons.



Session 3



- *Price* refers to the amount of money a client pays to own your product or services, whereas, *cost* refers to the amount of money a client can save over time by owning your product or services.

Creating and Delivering a Sales Presentation

- The steps for creating a sales presentation are:
 - Learn everything about your organization and your product or services.
 - Identify how your offering can help the people in the audience.
 - Investigate your audience's key issues.
 - List your audience's key concerns and list the good and bad points about your offering.
 - Determine the formality of your presentation.
 - Visit the presentation room.
 - Construct an outline for your presentation.
 - Write the introduction, body and closing for your presentation.
 - Evaluate and gather material to enhance, clarify and support your presentation.
- A strong introductory message is important, as it helps to grab and focus the audience's attention on your presentation, which in turn helps you establish a relationship and arouses their interest.
- During the closing, review the main points. Doing so helps them retain the information by keeping it fresh in their minds.
- A good sales presentation should be persuasive, stimulating, focused, and flexible.
- An implicit presentation draws subtle comparisons between your product or services and that of a competitor. Conversely, an explicit presentation directly addresses a competitor's products or services.
- While talking to people, whether on the phone or in person, it is important to put them at ease as it helps you build relationship and also make them willing to listen to you and trust you.
- To put the person at ease, while making a sales call:
 - Smile and introduce yourself warmly by name.
 - Address people formally.

Session 3



- Ask them if this is a convenient time to talk.
 - Sincerely ask how the person is.
 - Check your posture.
- It is important to establish authority during a sales presentation. If you want people to listen to your sales presentation, and buy your products and services, you must prove that you are knowledgeable, credible, trustworthy, and eager to help them.
- You can influence a client's perception during a sales presentation by using euphemisms. Euphemisms are words or phrases that have positive connotations and are used in place of words or phrases with negative connotations.
- If your product or service does not meet a client's key issues, you must tell him/her. Doing so will demonstrate integrity, which enables your client to trust you and helps you build rapport.
- The physical environment can provide many distractions to your sales presentations. For example, the temperature of the room, proximity to the client, and the level of noise in the vicinity. Also the time of the day at which you present and the cell phones and pagers carried by individuals can affect your sales presentation.
- It is helpful for you to gauge the success of a presentation by asking the audience for a feedback.

Responding To Objections

- People do not buy a product or service either because the sales presentation failed or because the salesperson failed to properly qualify the person for his product or service.
- Sales people often have difficulty responding to objects due to:
 - Lack of knowledge.
 - Inexperience.
 - Low confidence.
 - Inadequate preparation.
- Sales people can overcome difficulty when responding to objections by:
 - Learning about the company, product or services, clients, and competitors.
 - Consulting co-workers, and/or clients about effective sales strategies.



Session 3



- Boosting self-confidence by setting and achieving realistic goals.
- Preparing for presentation in advance.
- Sometimes, the best way to respond to an objection is by asking questions. When responding to objections, always be courteous and empathetic.
- The best way to determine a client's true objections is to follow these steps:
 - Restate the first key issue and get the client to admit that it is indeed an issue.
 - Explain how your product or service addresses the issue.
 - Ask the client whether he/she agrees that the product or service addresses the issue.
- When responding to questions, keep the following in mind:
 - Stick to the client's key issues.
 - People buy benefit, not features.
 - Tell stories and give testimonials about success stories of your product or service.
 - Show them any awards or prizes won by your product.
 - Sometimes, draw comparisons between your product and that of the competitor without being slanderous.
- If price is the main objection, incorporate it into your persuasive argument.
- The skills that are an asset while responding to objections are:
 - **Interpersonal Skills-** They help you build relationships with clients.
 - **Leadership Skills-** These skills allow you to establish authority as a spokesperson for your product or service.
- Once you have determined how you will respond to your client's objections, you must practice your responses.
- Some common behavioural clues to look for when discussing objections are crossed arms, tense facial expressions, leaning forward, or loud or rapid speech.
- If there are multiple objections, you should use key issue matrix to rank the objections in order of importance according to the client's needs.

Check Your Progress

The main learning for me from this module was:

These are the skills that I need to work on and develop:

These are the impeding traits in me that I need to watch out for:

Aptech Teaser Time

Certain facts should be kept in mind, certain processes should be followed while selling to a client as you have learnt in this chapter. Put ✓ or X against the advices listed here.

1. Say or do anything, as long as you make a sale. _____
2. Dazzle the customers with product features. _____
3. Answer questions without allowing clients to ask them. _____
4. Let the presentation take its own course, just start right. _____
5. During the closing, never review the main points. _____
6. Address people informally. _____
7. When making a presentation, show the audience who is the boss and answer questions only if it suits you. _____

Notes



66 Don't worry about people stealing your ideas. They almost
always have to be rammed down people's throats.



4



EFFECTIVELY CLOSING A SALE



Effectively Closing a Sale



Demonstrating the Benefits

Understanding the Selling Process

- For every sale, make sure you are prepared to interact with your client.
- Sales process is a series of six interwoven steps:
 - **Know your company and product or service-** With this knowledge, you demonstrate your competence and enhance your credibility with your clients.
 - **Identify needs and potential clients-** Knowing how you can help people will help you prepare profiles for potential clients.
 - **Spread the word-** Tell people about your product/service. If they do not know about it, they might not realize they need it.
 - **Establish a relationship-** Find out how people can benefit from your product/service and tell them about the benefits.
 - **Propose and negotiate-** If the person rejects the initial terms, negotiate to find mutually acceptable terms.
 - **Maintain relationships-** Staying in contact with clients helps you to monitor and respond to changing needs, and get feedback about satisfaction with the product/service and your sales approach.

Closing Sales Successfully

- The skills, which when used together help you in effectively closing sales:
 - **Interpersonal Skills-** They include empathizing with people, understanding others' points of view, listening patiently and closely, and tactfully delivering bad news.
 - **Leadership Skills-** People want to associate with leaders, not followers.
 - **Negotiation Skills-** They are required to overcome objections and close deals.
 - **Problem solving Skills-** They involve coordinating knowledge, experience, attitudes, intuition, and abilities to generate a variety of options for solving a problem.

- Closing means more than getting client's agreement. It involves giving clients information they need, demonstrating benefits, and confirming the client's commitment to needing the product/service.

Relating To Key Issues

- The ability to answer questions about your product or service demonstrates competence, reinforces credibility, and encourages trust.
- By understanding the client's key issues, and looking at your product/service from his or her perspective helps you gear your sales approach to individual client. The key issues that you will face while making a sale are price, durability, quality, aesthetics, and availability.
- To show the clients how your product can satisfy their needs, you must relate your product/service to their key issues.
- When you meet with decision makers:
 - Show examples of your work.
 - Prove quality, accuracy and benefits.
 - Allow them to read testimonials.
 - Show performance tables.
 - Show awards for quality and accuracy.
 - Explain cost effectiveness.
 - Create matrix comparing you to competitors.
- Since key issues relate directly to needs, determine key issues early by asking stimulating, and probing questions. Ask questions to clarify any uncertainty.
- Document a client's key issues using a key-issue matrix. A key issue matrix is a chart that helps you record, organize and prioritize a client's key issues.
- Key-issue matrix has five columns:
 - **Key Issues**- Client's primary concerns.
 - **Priority Level**- Rank key issues in order of importance.
 - **Benefits**- What your product/service provides to the client.
 - **Features**- What you will provide to the client.
 - **Evidence**- Ideas for demonstrating benefits.



Session 4



Showing The Benefits

- Clients buy benefits, not features. If clients ask about features, answer them and relate features to benefits.
- Prove benefits of your product/service by showing the clients letters from satisfied clients, telling them success stories, showing product demonstration, and awards, if any.
- A product demonstration helps clients see the product in use, and gain understanding. The clients may envision ownership of the product/service, which in turn, leads to a successful sale.
- After a sale, continue relationship with your client, and show them that you are interested.
- Meet clients to make sure they are satisfied. This ensures their loyalty.

Confirming Commitment

Recognizing Signals

- Confirming commitment of the client to the need for your product/service avoids waste of time. To gauge commitment, look for verbal and non-verbal signals, and ask questions.
- Timing is important in sales. If you sense buying signals from the client, ask for the sale else you risk losing it.
- Similar to buying signals, there are also signals when the client does not want to buy.

Responding To Signals

- If a client indicates that he/she is not ready to buy, ask whether they need more information, reconfirm key issues and ask probing and stimulating questions.
- If the client resists, offer to follow up and determine:
 - Does the client have a reason to distrust you?
 - Does the client feel uncomfortable?
 - What can you do differently?
- If the client resists your attempt to close the sale, be patient, understand the client's perspective, remain calm but still be persistent.



Handling Uncomfortable Situations

- To avoid uncomfortable situations during sales meetings, ask questions, make sure you understand the key issues, empathize with the client, and use humour, if appropriate.
- If the uncomfortable situation is the result of a mistake, accept responsibility, never blame the client, and apologize to the client.
- Another reason for uncomfortable situations is buyer's remorse, which is usually followed by buyer's revenge.
- Buyer's remorse is caused due to lack of information about product/service, making decision to buy too early, and buying then seeing a better deal elsewhere.
- To avoid buyer's remorse, establish strong relationship with clients, be ethical, give adequate information, and allow them time to make a decision.
- Buyer's revenge is characterized by refusal to repeat business, telling others about negative experience, and resorting to legal action.
- To prevent buyer's revenge, speak to clients after sales, and make sure that the clients are satisfied.

Closing the Sale and Following Up

Knowing When and How to Close

- Before trying to close a sale, you must answer all questions honestly and completely.
- There are several closing techniques you can use throughout the sales process, if the client indicates a strong interest in buying.
- The number and frequency of closing techniques you use depends upon your client's willingness to buy.
- Successful sales often depend upon closing techniques.
- An oft-used closing technique is to ask closing questions. Another technique is to have a limited time or limited numbers offer. It creates a sense of urgency and encourages clients to make timely decisions.
- Limited time offers are not appropriate for every sales situation.
- Since people like to buy the best products, the best personnel to complete a job, and the best services, emphasize the exclusivity of your product or service.



Session 4



Following-Up with Clients

- Following up with clients shows your interest in them and also that you care about their needs.
- Following up with clients is important to gauge their satisfaction with the product or service, and the sales process.
- Before making follow-up contacts, review your client's information so you do not accidentally confuse one client with another.
- Be sure to thank them for their time and offer them ways to contact you.
- Ask clients how to improve sales process and/or the product or service.
- Record their answers to the questions and use them to improve.
- Prevent clients from feeling pressurized by following the guidelines below:
 - Offer new information.
 - Discuss benefits.
 - Be concise.
 - Do not contact too often.
 - Ask relevant questions.

Check Your Progress

The main learning for me from this module was:

These are the skills that I need to work on and develop:

These are the impeding traits in me that I need to watch out for:



Aptech Teaser Time

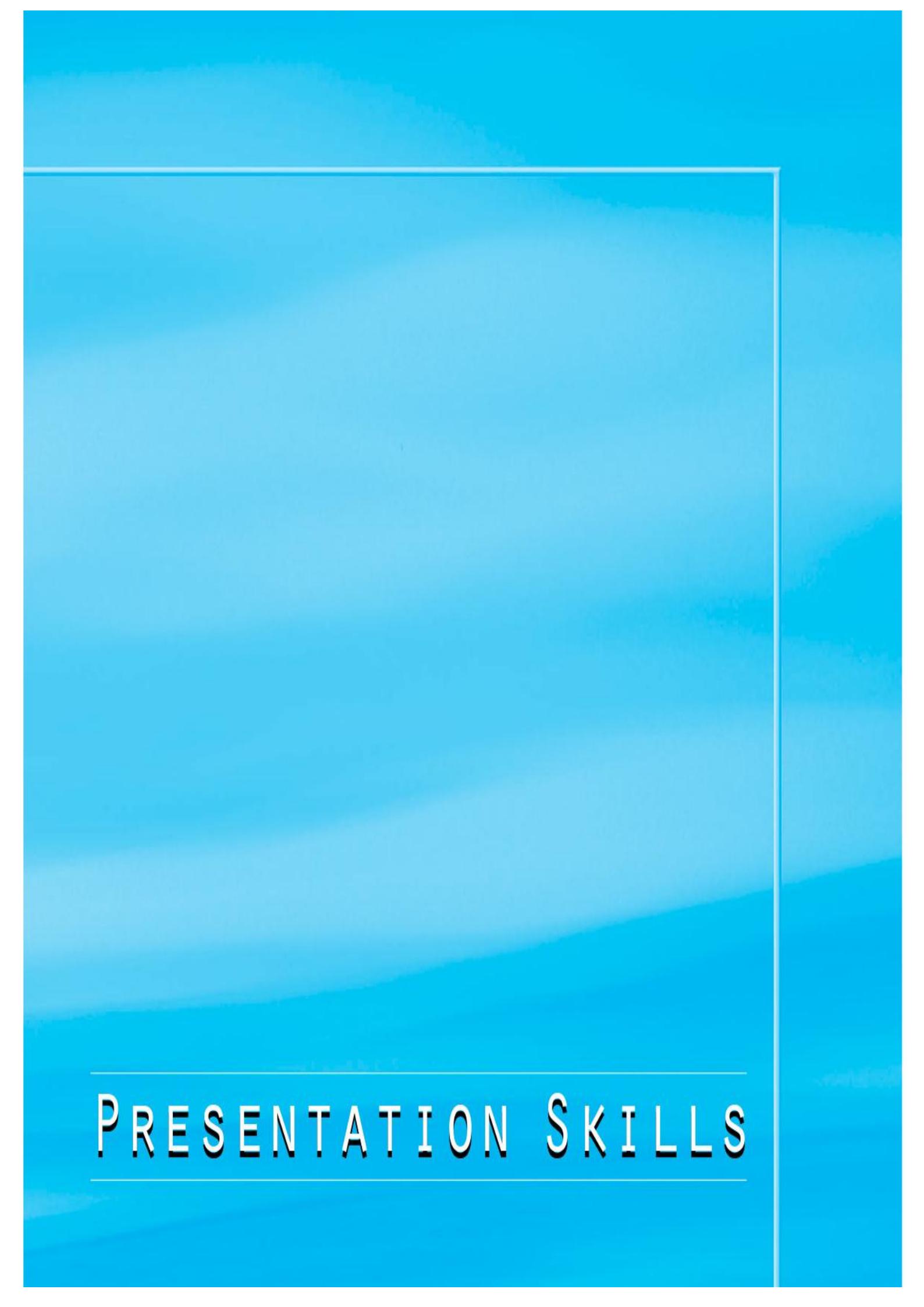
4 types of skills help in closing sales effectively. Find them, they are hidden in the box here.

A	D	D	C	E	C	Z	D	E	Q	C	B	E	W	G
Z	F	Z	C	X	V	B	G	H	J	K	L	P	N	Z
Q	V	C	D	F	N	L	W	R	T	U	X	I	X	D
X	C	V	B	N	H	J	Y	U	I	Q	V	X	W	Q
Z	X	S	K	I	E	R	T	W	B	L	X	X	Z	A
S	X	N	O	I	T	A	I	T	O	G	E	N	T	Z
A	S	D	V	B	N	M	M	N	S	E	R	T	Y	U
W	A	A	S	D	F	F	M	B	F	G	H	J	K	K
I	N	T	E	R	P	E	R	S	O	N	A	L	T	L
Q	W	D	D	F	L	E	A	D	E	R	S	H	I	P
A	S	D	F	B	Q	W	J	K	I	O	I	I	T	M
C	D	F	O	Q	W	S	E	D	G	F	T	G	Y	B
S	W	R	A	S	D	F	G	H	J	K	L	P	X	B
Q	P	S	D	F	G	B	N	M	E	W	X	V	A	X

Interpersonal,
leadership,
negotiation, problem
solving

Notes

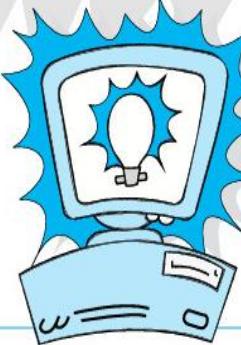




A blue-toned photograph of a landscape featuring rolling hills or mountains in the background under a clear sky. In the foreground, there's a dark, textured area that could be a body of water or a dense forest. The overall mood is serene and professional.

PRESENTATION SKILLS

AMAZING FACTS



First English-language data processing compiler

Flow-Matic was the first English-language data processing compiler. In 1949, Hopper started research for the Eckert-Mauchly Computer Corporation where she designed an improved compiler and was part of the team which developed Flow-Matic. She also invented the language APT and verified the language COBOL.



The world's first commercially available general-purpose computer

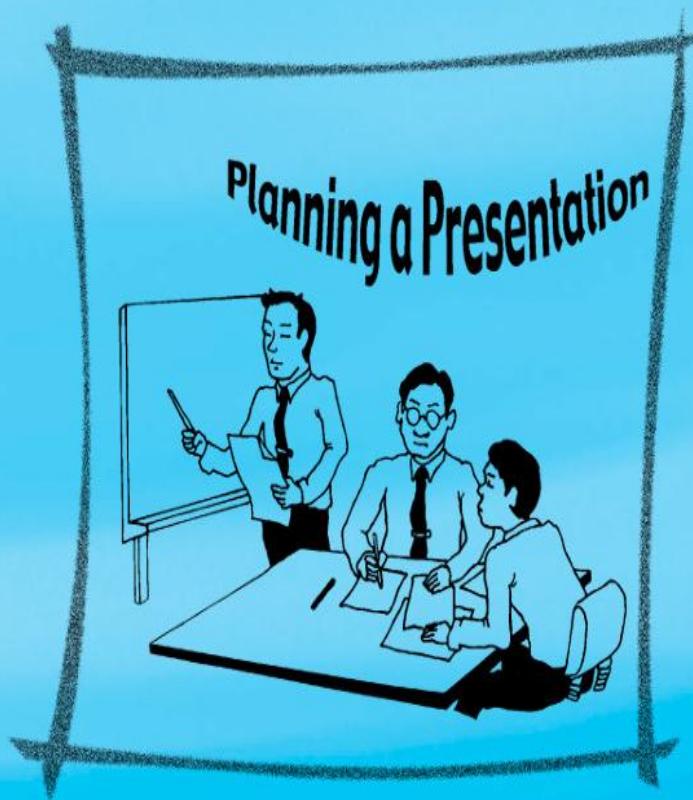
Ferranti Ltd. and the Manchester University team collaborated in 1951 and built the world's first commercially available general-purpose computer called the Ferranti Mark 1. The first machine off the production line was delivered to the University of Manchester.



Do you know, Atanasoff wrote most of the concepts of the first modern computer on the back of a cocktail napkin!

“ Life isn't about finding yourself. Life is about creating yourself. ”

5



PLANNING A PRESENTATION



Planning a Presentation



Background Information

- A presentation is effective when the information is clear and succinct. Effective presentations contain the elements like support material, relevant content and presentation skills.
- Presentations may be used because they are required or expected, to convey important information, because the presenter has a passion for the topic or to emphasize their knowledge and abilities.
- Effective presentations are important because firstly, they enable you to communicate a great deal of information in a short period of time and secondly they enhance your credibility and demonstrate your ability to influence other people.
- There are six types of presentations, which are as follows:
 - **Informative Presentation** may provide information on objects, or events, or may be used to explain concepts or processes.
 - **Instructional Presentation** is used to teach or demonstrate. They require high level of detail and audience participation.
 - **Problem-solving Presentation** identifies solutions. It requires you to provide information on the problem, possible causes and probable solutions to the problem.
 - **Decision-making Presentation** includes all possible alternatives. It includes pros and cons of each alternative, company's needs and how each alternative meets these needs.
 - **Persuasive Presentation** tries to change the audience's mind. It involves influencing the audience and calling the audience to action.
 - **Reporting Presentation** often reports the progress of a project.
- Three important steps to a presentation are gathering information, building a presentation and coordinating presentation mechanics.

Gathering Information

- Establishing presentation objectives is important since they provide focus and make the message of the presentation clear.

Session 5



- There are three things that you should examine to determine the presentation objectives - reason for the presentation, results expected and the response required from the audience.
- For a successful presentation, the objectives should be realistic in terms of what you are able to accomplish and what your audience is able to accomplish.
- Secondary objectives can be established if they are found useful; they often help accomplish the primary objectives.
- Audience analysis is the process of determining the needs of your audience, in order that you give a presentation that is beneficial for them.
- Audience analysis will help you determine the kind of information you will need to incorporate in your presentation to make it successful.
- Audience analysis can be done by talking to the audience during preparation or collecting information about the audience.
- Supporting materials are specific pieces of information that develop the topic of your presentation and support your ideas or claims. They make presentations effective by facilitating understanding, maintaining attention, improving retention, and proving claims.
- Only that supporting material should be selected, which help in accomplishing objectives.
- The number of supporting material you include will depend on the time given to you for preparation and presentation. Try to include a variety of supporting material to maximize audience interest.
- There are six categories of supporting material: examples, testimonies, statistics, analogies, retention aids, and visual aids.

Building a Presentation

- Organization is important in a presentation since the audience cannot re-examine your work if they become confused.
- There are two points in a presentation that generate high levels of attention and retention in the audience: the beginning and the end.
- A presentation should consist of three major parts: the introduction, the body and the conclusion.



Session 5



- The introduction must accomplish three main functions. They are capturing audience attention, establishing credibility and previewing topics and main points.
- The primary methods of capturing audience attention are:
 - By asking questions.
 - Telling stories.
 - Quoting people.
 - Making startling statements, or
 - By audience reference.
- To select main points for your presentation, start by putting all the gathered information into categories.
- The main points can be organized in the body of presentation in a number of ways like:
 - Problem-solution Organization.
 - Chronological Organization.
 - Cause-effect Organization.
 - Spatial Organization.
 - Topical Organization.
- Transitions are used to convey to the audience that you have finished discussing one idea and are moving on to the next. Transitions should be used between all the main points as they help you audience follow the flow of your presentation.
- The main purpose of conclusion is to provide closure to the presentation. A conclusion must perform three important functions: signal the conclusion, encourage action, and close the presentation.
- Some effective methods of closing a presentation are asking a question, telling a story, presenting a quotation or making a dramatic statement.

Coordinating Presentation Mechanics

- For the success of your presentation, you should always consider the presentation environment. The elements that are important to consider are equipment, visibility, acoustics, and audience comfort.
- There are four ways in which visual aids improve a presentation:
 - Increased clarity.

Session 5



- Increased Interest.
 - Increased Retention.
 - Increased Credibility.
- There are several parts of a presentation that can be improved by the use of visual aids: the introduction, the preview of topic and main points and the conclusion.
- There are many types of visual aids that can benefit your presentation. They could be objects and models, photographs, tables, diagrams, charts and graphs.
- There are many ways in which you can display your visual aids:
- Whiteboards and Flipcharts.
 - Overhead Transparencies.
 - Slides.
 - Video.
 - Computer Based Presentation.
 - Handouts.
- When creating visual aids, you must follow the guidelines mentioned below:
- **Keep it Simple-** A visual aid will be ineffective if you include too much detail.
 - **Make it Large Enough-** Be sure the visual aid is appropriate for the room and audience size.
 - **Use Key Words And Phrases-** Audience can grasp the information faster if it is provided in small amounts.
 - **Use Color Appropriately-** Besides adding interest, color can clarify your visual aids by highlighting and organizing information.
- It is very important to practice using the visual aids as it helps prevent potential pitfalls.

Session 5



Check Your Progress

The main learning for me from this module was:

These are the skills that I need to work on and develop:

These are the impeding traits in me that I need to watch out for:

Aptech Teaser Time

Unscramble to find the six types of presentations. Rearrange the circled alphabets to denote “a category of supporting material.”

V I A O F R I M N T E

N S A I C I N T T R O U L

M B P O L R E I V O L S O N G

O I C D E I S N G K A M I N

E V U R E P S A S I

G R P O R E T I N

○ ○ ○ ○ ○ ○ ○ ○ ○ ○

Notes



Notes



“ Our lives begin to end the day we become silent about things that matter. ”

6

Role Play 1

ROLE PLAY 1



Role Play 1

Role Play 1

Your company Pacific Telesystems has come out with a new model of EPABX. Mentioned below are three scenarios that need to be enacted as role-plays by three different groups (one each) in the class.

- 1) Using the skills already acquired, sit together to design mailers, decide on the best method of communication and depending on the points agreed to by the group, send them to your prospective clients via post or e-mail (the other two groups act as clients).
- 2) There are several clients who have responded to the mailer and have received the relevant details but are finding certain problems with your proposals. Contact the clients and overcome the obstacles in the sales process (the other two groups act as clients).
- 3) There are also certain clients who, in spite of you providing all the information have not been able to take a decision. You need to close the sale as soon as possible to meet your sales target (the other two groups act as clients).

List the unique features of this new model that could work out to be its USP

What exactly are you going to present – FOCUS

The main learning for me from this module was:



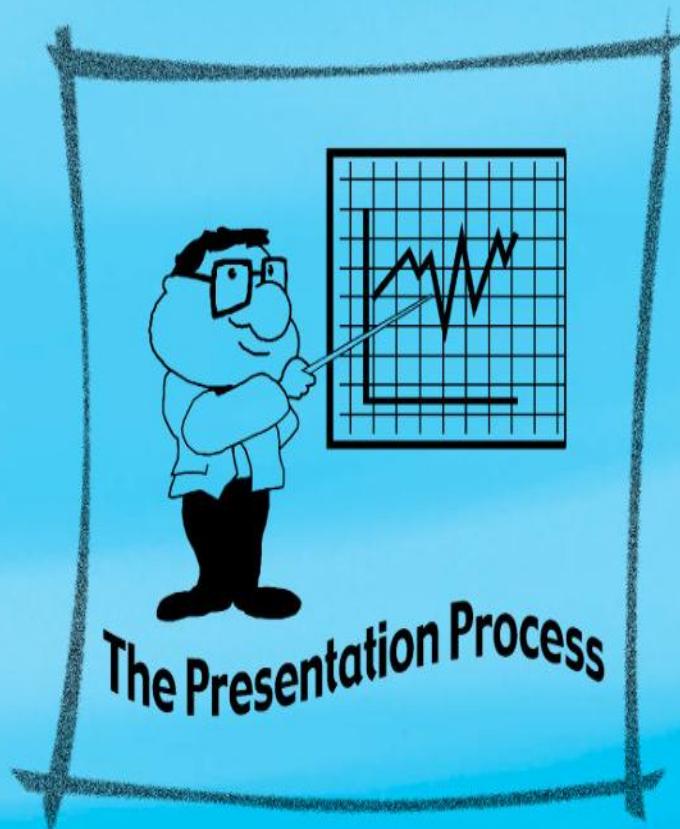
Role Play 1

Notes



“ A ship in port is safe, but that's not what ships are built for. ”

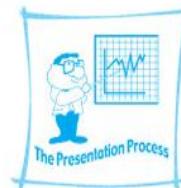
7



THE PRESENTATION PROCESS



The Presentation Process



Background Information

- In order to communicate successfully, it is very important to create meaning for the audience, deliver the presentation in a way that focuses on the audience, and create objectives that hold meaning for the audience.
- Extemporaneous speaking is planned and practiced but delivered conversationally. It does not use written script so gives the impression as if you are talking to the audience.
- Extemporaneous speaking is beneficial because you are free to interact with the audience. Since you do not read from the script, you can maintain eye contact with the audience and be open to feedback.
- Extemporaneous speaking requires a lot of practice to improve flow and also requires you to know how to deliver.
- Presentation notes should be concise and well organized, should include key words and phrases, difficult to remember information, statistics or quotations.
- Practice is important before giving a presentation. After the first practice, collect feedback about your delivery.
- Three ways to collect feedback are: practicing in front of an audience, practicing in front of a mirror, or by recording your practice session.
- There is a three-step process for delivering presentations: prepare to speak, deliver the presentation, and answer questions.

Preparing to Speak

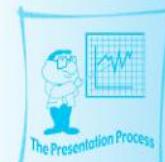
- A certain amount of anxiety before delivering a speech is normal and can be beneficial too. However, a higher level of anxiety can be detrimental and impede your ability to give a strong presentation.
- One of the main reasons why people fear speaking in public comes from thoughts of failure.

- The following steps can help you overcome the fear of speaking:
 - Prepare.
 - Practice.
 - Change Your Attitude.
 - Visualize Success.
- You should keep in mind that your nervousness will probably not be obvious to the audience, so if you do not mention your nervousness, they will not notice how anxious you feel.
- There are several actions that you can take before you present to help you remain calm:
 - Arrive early.
 - Engage in some physical activity.
 - Use tension-relaxation exercises.
 - Use deep breathing exercises.
- Creating your own warm-up routine can be effective in helping you remain calm before a presentation.
- To remain calm during a presentation, pick out a few friendly faces and make eye contact with them. Another way is to simply behave normally without undue excitement throughout the presentation.
- If you remain calm and keep going, the audience is not likely to realize that you made a mistake.
- You can make your presentation appear more relaxed simply by projecting confidence.
- Acting confident can actually make you feel more confident.
- To reduce the effects of nervousness on your voice, lower your pitch and make sure to breathe properly.



Delivering the Presentation

- You should use notes in a way, which will not impede your ability to connect with the audience.
- Before using the lectern, decide if it is suitable for your presentation. While using the lectern stand behind it without leaning on it.



Session 7



- Another way to use a lectern is to start the presentation from behind it, and as you feel more comfortable, to step out from behind it.
- The delivery of your presentation may be affected by any of the following vocal aspects:
 - Volume.
 - Pronunciation.
 - Articulation.
 - Rate.
 - Pitch.
 - Pauses.
 - Variety.
- The way you communicate non-verbally with the audience will affect the way they respond to you. The important aspects of non-verbal communication, while delivering a presentation are facial expressions, eye contact, personal appearance, gestures and body movements.
- You should observe your audience's reaction during your delivery to determine how they are reacting to your presentation. This feedback from the audience can help you make changes to your presentation accordingly.
- Using visual aids can be an effective addition to your presentation. There are several guidelines that you should follow while using visual aids:
 - Display as you discuss.
 - Refer to the visual aid.
 - Maintain focus on the audience.

Answering Questions

- Offering to answer questions helps you clarify any information that your audience may not have understood.
- The best way to prepare yourself for answering questions is to thoroughly analyze your audience while preparing the presentation.
- It is better to conduct your question-and-answer session just before you conclude your presentation as this prevents the disruption of the presentation.



- As a presenter, you have two responsibilities during the question-and-answer session:
 - To answer the question as best as you can.
 - Not to waste your audience's time.
- Your attitude should reflect your willingness to help the audience understand the information and your appreciation for their questions.
- If no one in the audience has a question, you should simply conclude the presentation.
- There are four steps you should complete to thoroughly answer a question: listen, acknowledge, clarify, and answer.
- The following are some commonly asked questions for which you should prepare:
 - **Unanswerable questions**- When you don't know the answer, admit it rather than trying to bluff your way through it.
 - **Imprecise Questions**- Tactfully ask the individual to be more specific.
 - **Suggestions**- Acknowledge and thank the individual for his or her contribution.
- To uphold a good impression on the audience members, you need to be able to appropriately handle questions from the following types of individuals:
 - Hostile Individuals.
 - Rambling Individuals.
 - Individuals with personal agenda.



Session 7



Check Your Progress

The main learning for me from this module was:

These are the skills that I need to work on and develop:

These are the impeding traits in me that I need to watch out for:

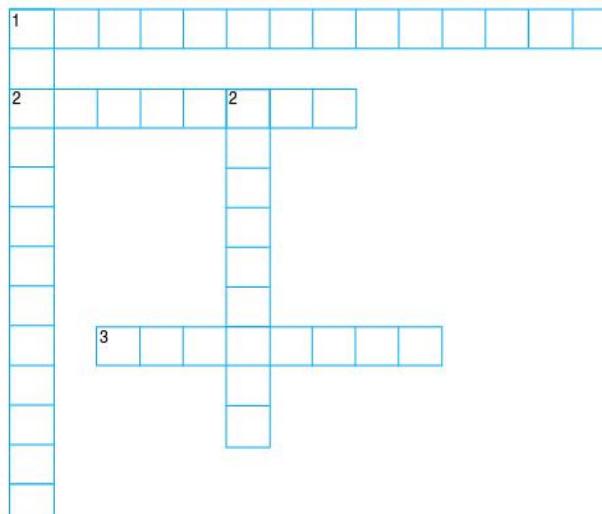
Aptech Teaser Time

Across :

1. Planned and practiced speaking that's delivered conversationally (14)
2. It can help you overcome the fear of speaking (8).
3. Never forget them, they are the focus of your presentation (8).

Down :

1. An exercise that helps you remain calm (14, 9)
2. Be prepared for these kind of questions (9).



extemporaneous, practice, deep breathing, audience, impulsive

Notes



Notes



“It is possible to store the mind with a million facts and **”**
still be entirely uneducated.

8

Role Play 2

ROLE PLAY 2



Role Play 2

Role Play 2

This role-play consists of all the students in a batch making a presentation on any one of the topics listed below. The presentation has to be made on an individual basis.

1. Make a presentation to a group of people at the client's end regarding the new product launched by your company.
2. Make a presentation to the top executives of your company convincing them of the need to buy a certain product for your organization.
3. Make a presentation to convince the administration to lift the freeze on hiring of new employees.
4. Make a presentation to show how the new processes will help cut cost within the organization.
5. Make a presentation to a client in order to close the sale.
6. Make a presentation to the administrators of a school on the impact of Internet revolution on education in order to convince them to buy Internet connections from your company.
7. Make a presentation to the CEO of Zee TV about the benefits of adapting your favourite TV show(s) in English into Hindi.
8. Make a presentation on the city you live in to group of foreign delegates who are on a visit to your city.
9. Make a presentation as the leader of opposition on the government's approach to tackle the menace of terrorism.
10. Make a presentation on the ills that plague Indian sports as a newly appointed Minister of Sports.



What exactly are you going to present - FOCUS

The main learning for me from this module was:

Positive Presentation skills

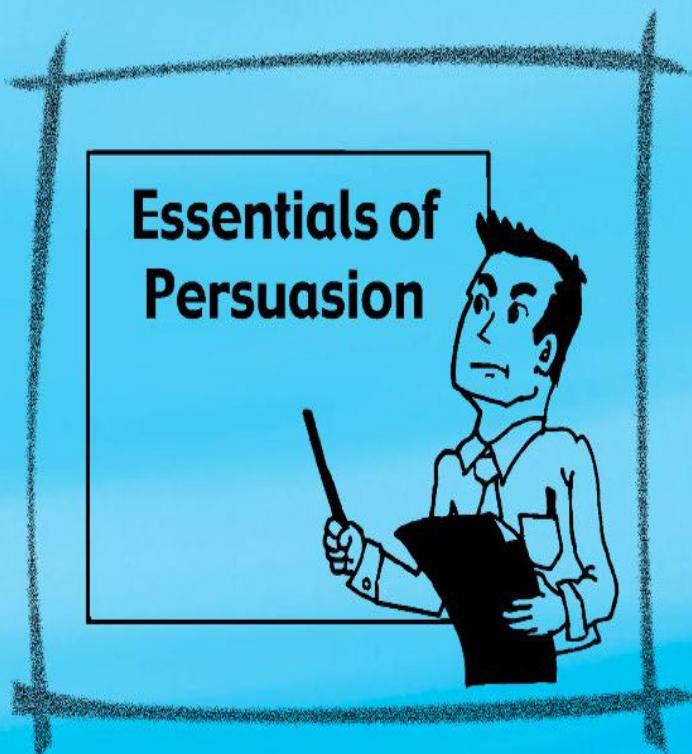
Negative Presentation skills

Notes



“ Practice hope. ”

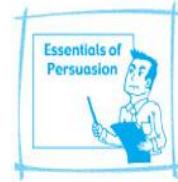
9



ESSENTIALS OF PERSUASION



Essentials of Persuasion



Background Information

- All presentations are somewhat persuasive. A true persuasive presentation influences the audiences opinions or behaviour.
- A persuasive presentation must have more than just information. It must influence the audience's beliefs, which could prove difficult as beliefs are hard to change.
- Ethical persuasion involves showing respect for the audience's ability to reason, providing the audience with all the information and never concealing or distorting information.
- Information becomes distorted when you cite sources improperly, misrepresent evidence, oversimplify problems or counterarguments, or misrepresent personal qualification.
- Never conceal information regarding opposing evidence, sources or your true intention as it prevents the audience from examining sources and making a rational judgement.

Preparing to Persuade

- Audience analysis is the process of determining the attitudes and interests of your audience and also their knowledge of your topic.
- Audience analysis is important in persuasion as their attitude towards your viewpoint, the amount of their interest in your topic, and how much they know about the topic will influence the level of ease or difficulty you will have in persuading them.
- Most people analyze the presentation and presenter while listening. They may examine aspects such as delivery, supporting materials, and reasoning.
- You will not able to persuade everyone who is opposed to your viewpoint. Therefore, it can be beneficial to target the audience members whom you are most likely to influence.
- There are two basic goals of persuasion:
 - Influence Attitudes.
 - Influence Behavior.

Session 9



- Motivation is the best way to encourage audiences to change or maintain a behavior or attitude. Motivation can be either positive or negative.
- In order to motivate people successfully, you must understand their needs. Persuasive presentations are most successful when they are able to fulfill the needs of the audiences.
- According to a model created by psychologist Abraham H. Maslow, the needs of the audience can be classified into a hierarchy of five categories:
 - Survival Needs.
 - Safety Needs.
 - Social Needs.
 - Esteem Needs.
 - Self-actualization Needs.
- The claims made in persuasive presentations are called propositions. There are several types of propositions that can be made:
 - **Propositions of Facts-** Claims based on facts.
 - **Propositions of Value-** Claims about whether something is right or wrong.
 - **Propositions of Policy-** Claims based on convincing the audience that something should or should not be done.
- While using a proposition of value, there are two steps which can help you encourage your audience to act in support of your policy:
 - Demonstrate a Need.
 - Demonstrate Practicality.

Organizing a Persuasive Presentation

- A persuasive presentation consists of three parts: the introduction, the body, and the conclusion.
- With the introduction, you should try to accomplish the following:
 - Capture Attention.
 - Create Concern for the Topic.
 - Establish credibility.
 - Preview the proposition and structure.

Session 9



- There are seven organizational patterns you can use to organize the body of your presentation depending on your audience analysis and the type of propositions on which you base your presentation. They are:
 - **Topical Organization**- Commonly used for presentations on propositions of fact or propositions of value.
 - **Criteria-satisfaction Organization**- Commonly used for presentations on proposition of value.
 - **Problem-solution Organization**- Works best for propositions of policy presentations.
 - **Comparative Advantages Organization**- Commonly used for proposition of policy presentations when the audience already agrees that a problem exists.
 - **Refutative Organization**- Works well for presentations on proposition of fact, value, as well as policy.
 - **Monroe's Motivated Sequence**- Used to organize presentations on proposition of policy and to motivate the audience to take action. It consists of five steps: attention, need, satisfaction, visualization, and action.
 - **AIDA Model**- Can be used to organize presentations that support a change in policy. It is an abbreviation of four steps: Awareness, Interest, Desire, and Action.
- The main purpose of conclusion is to provide closure to the presentation. The conclusion must signal the end of presentation, summarize the presentation, and appeal for action.

Methods of Persuasion

- There are several elements of a presentation that influence the audience:
 - Reasoning.
 - Credibility.
 - Emotional Appeal.
- The following are the five types of reasoning that can be used in a persuasive presentation
 - **Deductive Reasoning**- It draws a specific conclusion from general principals, beliefs, or ideas.
 - **Inductive Reasoning**- It draws a conclusion from specific instances.
 - **Reasoning by Sign**- It is a form of inductive reasoning in which the presence of one attribute is an indication of presence of some other condition.

Session 9



- **Reasoning by Cause-** It attempts to establish a cause-effect relationship between two events.
- **Reasoning by Analogy-** It draws conclusion based on the similarity of two items.
- The evidence you provide to support your argument should be recent, specific, and from an unbiased, credible source.
- Two of the most influential factors that influence an audience's assessment of a speaker's credibility are expertise and character.
- There are several ways in which you can enhance the audience's perception of your credibility:
 - Explain Your Background.
 - Emphasize Similarities.
 - Use Effective Delivery.
 - Use a Positive Attitude.
- When using emotional appeals to persuade your audience, use vivid, active and colourful language. Frequently, using emotional appeal is the best way to get the audience to take action.

Session 9



Check Your Progress

The main learning for me from this module was:

These are the skills that I need to work on and develop:

These are the impeding traits in me that I need to watch out for:

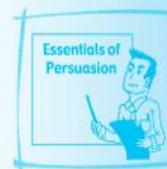
Aptech Teaser Time

Find here the five types of reasoning used in a persuasive presentation.

C	R	E	D	I	T	O	R	D	I	A
R	A	G	H	L	A	N	I	E	O	Y
C	D	Z	C	A	S	H	V	D	N	G
V	W	B	K	B	R	I	A	U	R	O
D	E	B	T	Y	T	S	L	C	Q	L
Q	X	Q	G	C	P	A	Y	T	U	A
A	Y	P	U	A	B	Y	S	I	G	N
F	Z	D	O	U	D	G	Z	V	B	A
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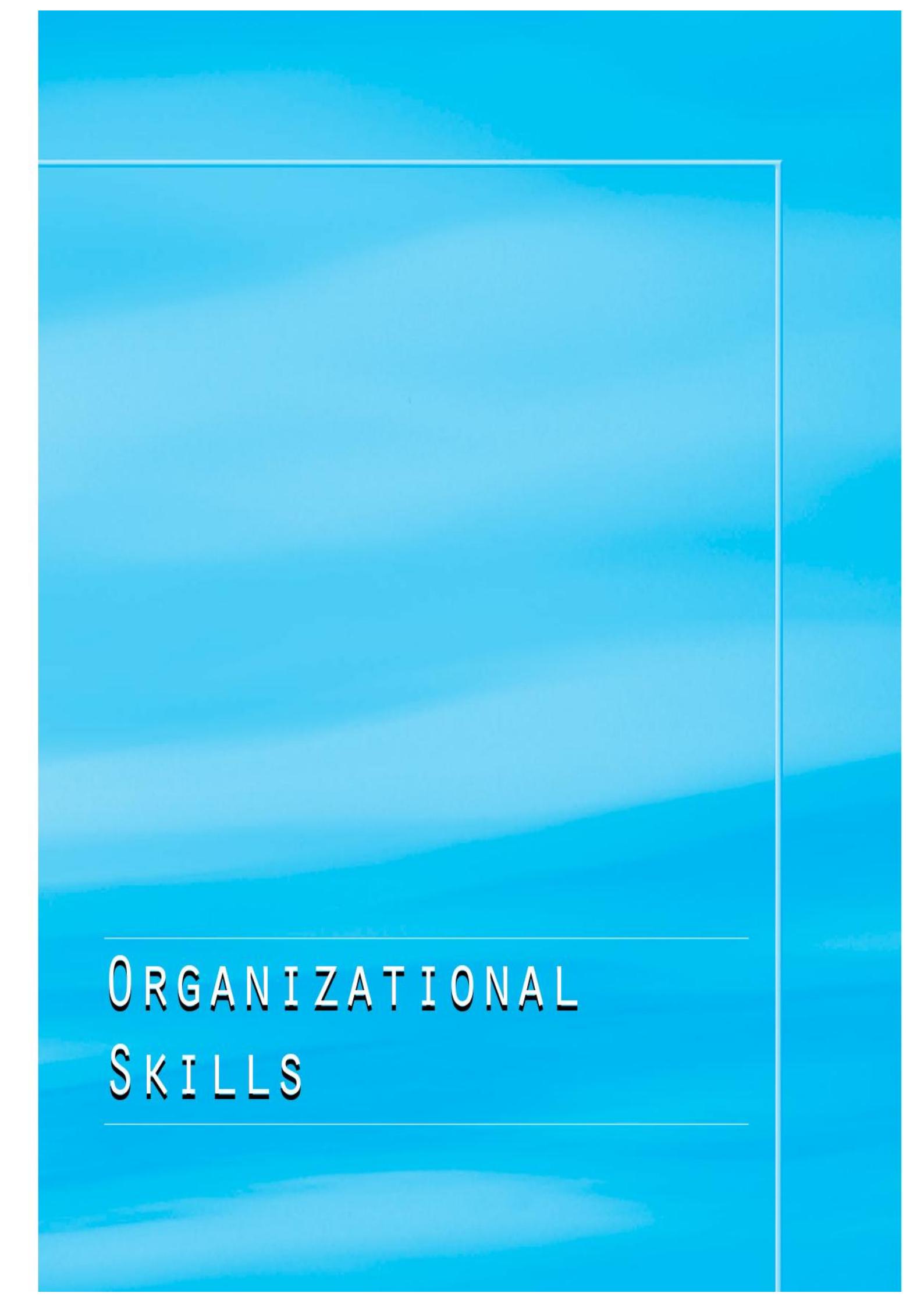
deductive
inductive
by sign
by cause
by analogy

Notes



Notes





ORGANIZATIONAL SKILLS

AMAZING FACTS



First to patent a digital computing device Presper Eckert and John Mauchly were the first to patent a digital computing device, the ENIAC computer. Later, a patent infringement case (Sperry Rand Vs. Honeywell, 1973) voided the ENIAC patent as a derivative of Atanasoff's invention. Atanasoff was quite generous in stating, "there is enough credit for everyone in the invention and development of the electronic computer." Eckert and Mauchly received most of the credit for inventing the first electronic-digital computer. Historians now say that the Atanasoff-Berry computer was the first.

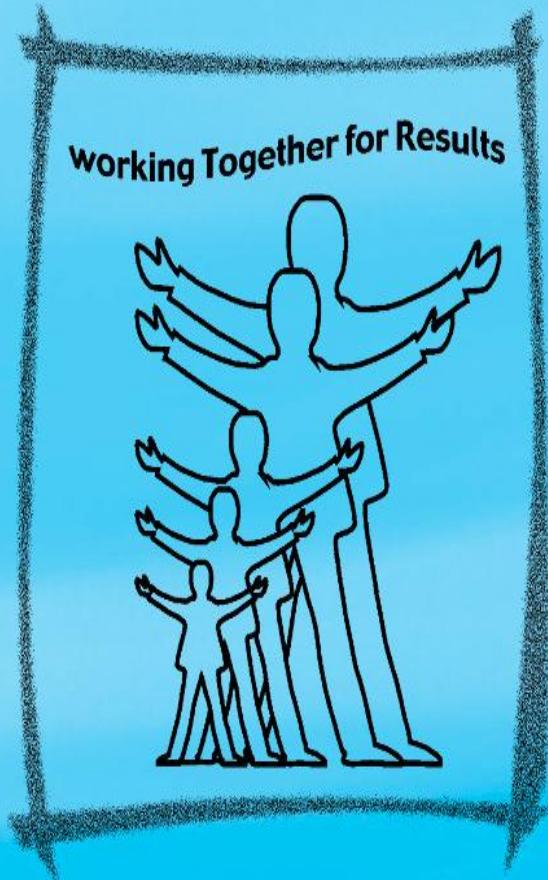


Did you know?

- 15 million computers were infected in 2000 by the Love Bug worm.
- 40 people were believed to be involved in writing the Love Bug.
- Estimated cost of damage caused by the Love Bug was \$13.7 billion

“ Wise men put their trust in ideas and not in circumstances. **”**

10



WORKING TOGETHER
FOR RESULTS



Working Together for Results



Background Information

- A team is a group of people brought together to achieve a definite goal or objective.
- Teams improve productivity and morale of individuals and also the services and products of an organization.
- Being a member of team will increase your sense of belonging to an organization, teach you to be open-minded, and will also help you to do things in new ways.
- In a traditional team the leader is accountable, the team members have specific roles and a leader is always appointed. On the other hand, in self-directed work teams, each member is accountable, the members are involved in rotating responsibilities, and leaders naturally emerge from within the team.
- Most teams can be categorized into one of the three team types: special project teams, quality circles, and committees.
- Team size varies depending upon the organization and the problem at hand. A team of 8-10 members is most common.
- The life cycle of a team generally depends of the nature of situation at hand.
- The attributes of high performing team members are:
 - Approach to ideas.
 - Commitment to goals.
 - Ability to handle conflict, and
 - Participation in meetings.

Working In A Quality Circle

- As a team member, your main responsibilities include:
 - Sharing responsibility of work.
 - Collecting information before team meetings.
 - Representing the team well.



- Supporting the team.
 - Being accountable.
- Establishing the ground rules is essentially taking the time to plan ahead.
- It is important to foresee problems before they begin to occur.
- Before the team begins its work, it is important to address the following questions:
- **How will decisions be made?**- For this the consensus method or the majority rule method may be used. Alternatively, a team leader, responsible for all decisions, can be chosen.
 - **How will team progress be monitored?**- It can be done on a continuous basis with the help of progress reports and checklists.
 - **How will we make sure that meetings run effectively?**- By answering the following four questions, the team can plan and organize its meeting:
 - When is the meeting going to be held?
 - Where will the meeting be held?
 - How long will the meeting last?
 - Who will preside over the meeting?
- A team goes through four fairly predictable stages:
- **Forming**- Members begin to explore the boundaries of acceptable group behaviour.
 - **Storming**- Members begin to argue on what actions to take, and they may challenge each other's ideas.
 - **Norming**- Group cohesion starts to develop.
 - **Conforming**- Team adopts a unified approach focusing its energy on achieving results.
- Most teams go through these four stages of development but not necessarily for the same length of time.
- Familiarizing yourself with these stages will help dispel much of the anxiety you may feel about the team.

Working On A Special Project Team

- Teams must set goals in order to determine what needs to be accomplished.



Session 10



- The characteristics of effective goals can be memorized by learning the acronym SMART:
 - Specific.
 - Measurable.
 - Achievable.
 - Relevant.
 - Time-based.
- It is important for team members to understand the team's goals in order to have a shared vision and to determine how their goals fit into "the big picture".
- The factors that prevent a team from achieving its objectives are various personal and political agendas.
- If team members are motivated primarily by their own personal or political agendas, they lose sight of the team's overall goals and the unity of the team begins to flounder.
- Providing positive feedback to fellow team members helps them remain motivated.
- The following guidelines to constructive criticism need to be understood before offering feedback:
 - Know when to give feedback.
 - Know how to give feedback.
 - Know how to receive feedback.
- Positive reinforcement can help provide motivation by giving team members the inspiration they need to perform successfully.
- You can positively reinforce team members by being genuine, providing encouragement, remaining positive, offering support, identifying specific action, being clear and easy to understand and by giving immediate reinforcement.
- The common problems that occur within teams are:
 - Inefficient team meetings.
 - Difficulty in reaching decisions.
 - Performance problems.
 - Inadequate resources.
 - Groupthink.



Working On A Committee

- It is important to understand different personality types in order to work with people of different beliefs, ideas and personalities.
- The more predominant personality types that you are likely to encounter are dominating, reluctant, unmotivated, supporting, and gate-keeping personality types.
- When addressing dominating personality types, use a calm tone of voice and display an amiable demeanor.
- The easiest way to involve reluctant types is to ask open-ended question.
- When dealing with unmotivated individuals, focus on their needs and relate them to team goals.
- Effective communication takes place when a message is clearly passed from one person to another.
- Communication breaks down when the intended message is unclear in some way, either due to imprecision, or misinterpretation or unheard message.
- For improving communication skills, choose the right time and place, know what you want to say, be aware of verbal and non-verbal signals, and avoid sarcasm.
- When conflict within a team is managed properly, it can be an important asset.
- While handling conflict remain calm, understand that conflict is natural, and occurs over issues and not personalities, use empathy and negotiate where necessary.
- Each member in the team should be involved in the conflict resolution as the resolution will directly affect the team.
- Conflict among team members can be handled by encouraging members to discuss personal issues outside of the meeting and attempting to bring the meeting to the issues in the agenda.



Session 10



Check Your Progress

The main learning for me from this module was:

These are the skills that I need to work on and develop:

These are the impeding traits in me that I need to watch out for:

Aptech Teaser Time

Unscramble to find the predominant personality types that you are likely to encounter while working together. Rearrange the circled alphabets to denote “groups of people brought together to achieve a definite goal.”

G N M D O N I A T I

N A C L E R U T T

T I V T O M D U N A E

R O P U S P N T G I

T A G E G K I E P E N

**Notes**

Notes



“ Progress is the activity of today and the assurance of tomorrow.”

11



MANAGING INFORMATION



Managing Information



Background Information

- Managing helps you save time, increase productivity and helps convey a competent and professional image of your organization.
- Information overload occurs when you are overwhelmed with too much information and do not have the necessary skills to manage it. It can lead to feeling of anxiety and/or frustration.
- Factors that lead to information overload are longer hours, frequent changes in technology and “**More is Better**” myth.
- Information overload occurs when information management methods fail, or are not implemented correctly.
- Your main goal when managing information is to increase the wanted information and decrease unwanted information, and effectively reduce the flow of unneeded information.

The INFO Process

- The INFO process is the method you can use to manage information on a daily basis. It consists of four steps:
 - Identify your priorities.
 - Note information sources.
 - Focus your information.
 - Organize your information.
- The INFO process will help you manage information by allowing you to address and prevent information overload.
- You must identify your priorities in order to determine what information you need to perform the important functions of your job. In order to do so, you must address two items: identify what is important to your job, and identify what is important to you.
- Reviewing your priorities with your supervisor will help you establish agreement between what they think is important for you to accomplish and what you think is important.

- By noting your information sources, you will be able to identify trends in the information you receive and determine whether it is essential, helpful or useless.
- The best way to note your information sources is to record every piece of information you receive in a chart that indicates several different categories about that information.
- There are five aspects, which are necessary in order to provide you with a thorough analysis of the information you receive:
 - Who sent the information?
 - When was the information sent?
 - Which channel of communication was used?
 - What was the topic of information?
 - Importance of the information.
- Focusing your information refers to the efforts you take to make sure the information you receive pertains to your job priorities.
- You will be able to use the information chart not only to discover who sends you useless information regularly, but also to effectively handle the communication channels that bring you information.
- The four main ways by which you can focus your information on a daily basis are by contacting people who send unnecessary information, scheduling time to screen your communication channels, controlling your face-to-face communication, arranging to have priority information sent to you.
- Upon receiving information, you can either ignore it or choose one of the three alternatives:
 - **Toss it:** Delete the incoming information.
 - **File it:** Save the information according to its category.
 - **Act on it:** Take appropriate course of action.
- The three main reasons why individuals are reluctant to throw away information are habit, lack of focus, and/or fear.
- Throw away information when the project has been abandoned or finished, the information is no longer current or reliable, the material is old and has since been revised, the regulations and standards are frequently changing, and/or the sources are no longer valuable or of interest to you.



Session 11



- Retention schedules are used to assist you in making decisions about when to dispose of documents.
- It is important to keep your system for filing as simple as possible.
 - File your information by content, not by format.
 - File and date information regularly.
 - Staple papers together before filing.
 - Place the most recent information in the file first.
 - Arrange files alphabetically.
 - Sort regularly to keep files as organized and up-to-date as possible.
- Filing systems often fail because related information is filed under different names.
- The following is a list of categories commonly used for separating information that needs to be acted on: Call, Calls Waiting, Computer Entry, Discuss, Pending, Write, Read, etc.

Managing Incoming Information

- The written information that you generally need to manage are memos, reports, faxes, letters from outside parties, newsletters, industry journals/magazine, article clippings.
- You should read information with varying degrees of thoroughness based on the level of understanding you need to gain.
- Technical information is often complex and assumes a high level of initial knowledge.
- The period of time during which the eyes rest on one block of words is called fixation. The disruptions of the forward flow of reading are called “skip-backs”, and they slow down the reading speed.
- You can improve your reading speed by learning to reduce fixations and skip-backs.
- Verbal communications can take many forms, from face-to-face conversations to telephone calls, to business meetings and presentations. Each of these forms of information requiring managing.
- Taking notes will provide you with a written document that you can reference when necessary.



- Some traditional methods of taking notes are standard outline form, and précis or paragraph writing.
- Concept maps are “maps” used for taking notes.
- Concept maps are simple to draw. You should use the following guidelines when drawing concept maps: use single words or simple phrases, print clearly, use different colors of ink for different ideas, incorporate symbols and images on your map, use arrows to show cause and effect among ideas.
- When concept maps are used, the main idea is easy to identify.
- The guidelines used to organize computer files are similar to those used for other filing systems.
- Depending on the importance of the information, you may back it up daily, weekly, or monthly. One copy of the information should be kept off the premises.
- The three things you can do to improve your ability to manage e-mail messages more effectively are: feel no obligation to reply, avoid interrupting yourself, and/or delete the message.
- There are three distinct stages of memory: sensory, short-term, and long-term memory.
- Information that is characterized by recency, vividness and/or frequency is most likely to be remembered. There are two steps you can follow to improve your ability to remember information: make an association, and personalize information.
- An acronym is a word in which each letter contains a separate piece of information to be remembered. You need to remember only one word to trigger your memory.
- Mnemonics is the method of using an image or a story to remember your information.
- Learning works best when done in time spans of 20 to 50 minutes.
- In order to perfect your mind’s ability to recall information, you have to set aside some time for reviewing information.

Managing Outgoing Information

- By managing outgoing information, you will not only be able to send information in a way that best serves its purpose, but will also reduce the excess information that already exists in a business environment.



Session 11



- While sending information know your purpose, know your receiver and know the communication channels.
- You should send information in a written form when the information is meant for several individuals, difficult to understand or when it is in large amount.
- In order to send written information effectively, get the recipient's attention, make the information easy to read, use the appropriate style, and proofread your document for errors.
- Information should be sent verbally when the information is emotional, meant for one person, simplistic in nature, urgent or when a group of people is needed to address an issue.
- While communicating information face-to-face, know what you want to communicate, choose an appropriate setting, avoid spreading rumours and document the information, if necessary.
- While communicating information through telephone, have the necessary materials ready, get to the point, and know when to use voice mail.
- To communicate information while in meetings, plan an agenda, and focus on the purpose of the meeting.
- Information should be sent through e-mail messages when the recipients can respond at their convenience, when information needs to be sent to different time zones and when information needs to be sent to several individuals.
- Sending information through fax is ideal when you want the receiver to have written copy of the information, when the information is not extensive and when it needs to be sent quickly.
- To make e-mail messages effective, include a subject line, focus on one topic, and limit the message length to one page.
- You can improve your ability to send a well-received fax message by sending a cover sheet describing the documents being sent, and by making sure that the documents are of good printing quality.

Check Your Progress

The main learning for me from this module was:

These are the skills that I need to work on and develop:

These are the impeding traits in me that I need to watch out for:

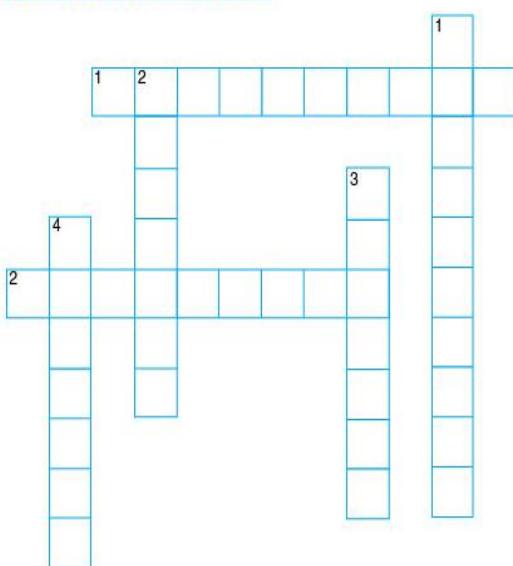


Aptech Teaser Time**Across :**

1. One way to focus your information on a daily basis. (10)
2. These schedules assist in making decisions about when to dispose of documents. (9)

Down :

1. Method of using an image a story to remember information. (10)
2. "Maps" used for taking notes. (7)
3. A category used to separate information that needs to be acted on. (7)
4. A distinct stage of memory. (7).

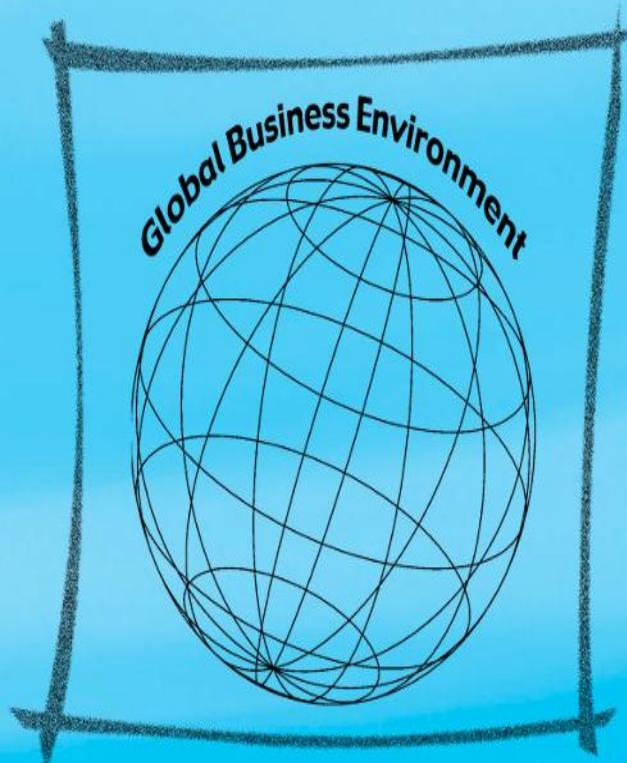


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Notes

“ The reason why worry kills more people than work is that more people worry than work.

12



GLOBAL BUSINESS ENVIRONMENT



Global Business Environment



Introduction

As more and more economic reforms and trade liberalizations are sweeping across the developing countries, they are aiming at parallel reform that will boost private investment and raise productivity. Policy makers have begun to realize the role of a flourishing private sector in the economic development of a country as well as in its poverty alleviation. A growing private sector helps a society to allocate its scarce resources efficiently without undue transaction costs and dead weight losses. The growth of the private sector is linked to economic growth and poverty alleviation, both, directly and indirectly. Directly, it offers employment opportunities and promotes investment. Indirectly, it provides government with more funds that can be channeled into health care, education, and other programs for the poor.

Assessing the Business Environment

- National and local policies establish the business environment, which determines the success of the private sector in mobilizing resources and using them as productively as possible.
- Impediments or distortions in the business environment can hinder the ability of local firms in competing at home or abroad.
- The methods for evaluating business environment are mentioned below:
 - Enterprise surveys
 - Assessing indicators of national, regional, and local business environment conditions
 - Analyzing trade flows
 - Business-government consultation

Competition Policy/Reducing Entry Barriers

- A competitive market provides a level playing field and equal opportunity to all entrants.
- Entry barriers and other restraints on competition may deny market opportunities to small businesses and their employees, as also block productivity raising



innovations. Moreover, the lack of competition can adversely affect the poor consumers through higher market prices of goods and services.

- Competition policy means the measures taken by government that directly affect the behaviour of enterprises and the structure of industry.
- A well-balanced competition policy includes, both, policies to promote competition in the local and national markets as well as antitrust or antimonopoly law.
- Two primary components of a competition policy are measures:
 - To prevent anti-competitive conduct, and
 - To promote de-regulation, and trade and market liberalization
- A good competition policy monitors not only the conduct of business firms but also the business environment they operate in.
- Competition regulation suitably complements trade liberalization, deregulation and privatization. Without it, the benefits of these reforms are undermined.
- Competition policy is a key element to a responsive and dynamic business environment.

Improving Efficiency: Transaction Costs and Productivity/Worker Skills

- Two key challenges to market-led economic growth are developing institutions and incentives that mobilize resources and allowing businesses to allocate these resources to their most productive uses.
- Efficiency improvement implies doing more with the available resources; this can be achieved either by reducing costs or by increasing productivity.
- Transaction costs analysis focuses on the unnecessary costs that the private businesses incur, which renders them unable and unwilling to invest and compete on the domestic and international front.
- Elevated transaction costs could result due to a number of factors, such as unstable or unpredictable policies, excessive regulation, and/or inefficient and corrupt government enforcement of regulations, excessive cost of infrastructure services, poor contract enforcement, and unfair and lengthy conflict resolutions.
- Enterprise surveys, to a great extent, can help in understanding and gauging the functioning of the transaction costs and constraints confronted in a given business environment.



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- Reduction in transaction costs can be brought about by strategies having two key elements: regulatory and legal reforms.
- The general aim of regulatory and legal reforms is to remove barriers to entry and exit, reduce rigidities in labour markets, simplify tax systems to make them more transparent, strengthen property rights, rationalize and streamline procedures for license and registration of businesses, remove or modify restrictive trade regulations, and reduce the costs of conflict resolution.
- Total Factor Productivity growth describes any improvement in productivity not accounted for by increases in factor inputs such as capital, labour and raw materials. It is critical to economic growth.
- A key factor in firms' ability to develop and adapt improved technology and improve their overall productivity is worker skills.
- Businesses with skills shortage or deficiencies must address them quickly, hence must be encouraged to undertake training activities for their workers.

Encouraging Investment

- A business environment that is stable, neutral and efficient can encourage new investment and accelerated growth in poor countries.
- Foreign direct investment carries with it the promise of not only increased capital supply thereby creating employment opportunities, but also better utilization of resources due to the accompanying technological and management know-how, elevation of standards and increased access to foreign markets.
- Productivity enhancement, in turn, leads to wage increases, growth stimulation in developing countries.
- Investment promotion is not about tax holidays or special deals, rather about getting the fundamentals right. Much can be done to remove barriers, disincentives and other hindrances to investment.

Corporate Governance

- Corporate governance refers to the rules and regulations by which the management of a company is directed and controlled. It maximizes the profitability and long-term value of the firm to its shareholders keeping into account the interests of other legitimate stakeholders.
- A sound business environment lays the foundation of corporate governance and contributes to private sector development.



- Without strong policy, legal and institutional network, a country may lose its competitive advantage due to lack of investor confidence.
- Poor corporate governance practices including inadequate disclosure, lack of independent oversight, and weak minority shareholder rights, discourage investment and weaken incentives for efficient management.
- Strong corporate governance is a key tool for economic growth and poverty alleviation in market economies due to its potential to attract investment and promote efficient resource utilization.

Public-Private Partnerships and Consultations

- Consultations between government and private sectors are proving to be important sources of generating clarity, focus, and support for market reforms.
- In many countries, there is a chronic lack of communication, and flow of information between the government and the corporate sector, which has several consequences as mentioned below:
 - Government rules and laws are not generally known.
 - Laws and regulations change without notice.
 - The changes often fail to reflect consistent goals and strategies.
 - The changes are effected without any regard for their impact on the private sector.
- Effective Consultative Mechanisms (CMs) allow the economic actors to find solutions to collective problems (e.g. market failure or government failure) facing them.
- Regular and successful interactions among CM members can generate mutual trust, thereby reducing basic transaction costs while enhancing government's credibility.



Aptech Teaser Time

Scrambled here are some terms you've come across in this chapter. Unscramble to denote "rules and regulations by which the management of a company is directed and controlled".

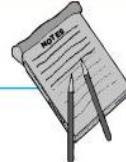
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R E P E E R N I T S Y R U V S E S

N T A I B A L R E I L Z I O

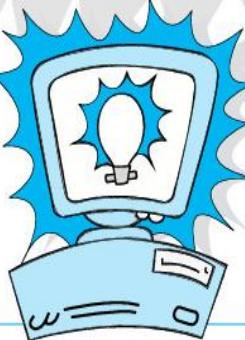
T V R I P A E O T C S E R

P M O C E I T I N O L I O P Y C

**Notes**

INTERPERSONAL SKILLS

AMAZING FACTS



First computing machine to use electricity, vacuum tubes, binary numbers and capacitors - Atanasoff and Berry created the first computing machine of this kind in 1939. It was the size of a desk, weighed 700 pounds, had over 300 vacuum tubes, and contained a mile of wire. It could calculate about one operation every 15 seconds (today a computer can calculate 150 billion operations in 15 seconds). Too large to go anywhere, it remained in the basement of the physics department and when they needed storage space, the Atanasoff-Berry Computer was dismantled!



Did you know?

- The Morris Worm was the first major internet virus and infected 6,200 computers in 1998.
- As a result of the Morris Worm, U.S. computer networks were offline for 2,076,880 machine hours
- The damage caused by the Morris Worm was estimated at \$15.5 million
- Robert Morris was sentenced to 400 hours of community service for writing and releasing the Morris Worm!

“ Education is not the filling of a pail, but the lighting of a fire. **”**

13



EFFECTIVE COMMUNICATION



Effective Communication



Background Information

- Communication is the sharing of ideas, opinions and information by verbal or nonverbal means.
- The communication process consists of seven elements, which are situation, speaker, message, channel, receiver, interference and feedback.
- Effective communication occurs when the receiver correctly interprets the sender's information.
- Effective communication reduces the chances of misinterpretation of your message.
- Communication plays a vital part in a manager's ability to lead, organize and direct his/her employees.
- In order to communicate the message accurately, follow the three steps mentioned below:
 - Identify the receiver.
 - Choose a channel.
 - Respond to feedback.

Understanding the Communication Process

- It is important to send messages with the receiver in mind. The messages most likely to be given attention are those in which the receiver has a personal interest.
- Receivers are the individuals to whom you want to send the message. They could belong to one or more of the following categories:
 - **One Individual**- Message needs to be clear and concise so that the receiver does not need clarification.
 - **Several Individuals**- Message needs to contain the names of all recipients so that the recipients are aware of who else has the information.
 - **Superiors**- Message should clearly indicate the status of the task you are discussing.
 - **Subordinates**- Give clear instructions, confirm that they know exactly what



is required of them and do not assume that all of them have the same level of background information.

- **Peers-** Extend the same courtesy as to your superiors.
- The phrasing of language is dependent on the channel of communication.
- There are three channels that can be used to communicate a message:
 - Face-to-Face.
 - Written.
 - Electronic.
- It is important to choose the appropriate channel to make sure that the message is communicated properly.
- The different types of communication network structures are:
 - Serial.
 - Vertical.
 - Horizontal.
 - Centralized.
 - Decentralized.
- Feedback is necessary as it reduces confusion and the stress or uncertainty over the meaning or implication of the message.
- Your response to the feedback should encourage open communication. For this you need to be open-minded and should always confirm information.

Addressing Interference to Effective Communication

- The physical interferences that affect communication are different location, distractions and personal factors.
- The organizational interference that affects communication is either due to positive climate or negative climate within the organization.
- Grapevine is the unofficial communication network within an organization. It develops in most organizations.
- The manner in which you speak, stand and participate in a conversation and the language you use in written communication affects the effectiveness of your message. This interference may be verbal or non-verbal.
- Be it written or verbal, the choice of language has a lot of effect on communication. Three aspects of language that can cause a barrier in communication are power, appropriateness and jargon.



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- Emotions colour the way in which you deliver a message. Negative emotions form the strongest barrier to effective communication: anger, jealousy, fear, defensiveness, and stress.
- Intellectual barriers may be difficult to overcome. The three intellectual interferences to communication are education, training, and experience.

Improving Organizational Communication

- Communication skills can be improved with practice. Focus on the following to improve communication skills:
 - Eye-Contact.
 - Posture.
 - Movement.
 - Gestures.
 - Expressions.
 - Voice.
 - Appearance.
 - Vocabulary.
- An organization can improve communication by:
 - ***Improving the climate***- By assigning challenging roles, by being supportive and by rewarding suitably.
 - ***Clearly identifying channels***- So that they can be clearly accessed and used.
 - ***Disseminating information to employees***- Helps the employees to feel important, and become more responsive.
 - ***Increase contact between levels***- Helps in greater understanding of the problem and also generation of more innovative ideas.
- Some managers are reluctant to give information to their employees as it gives away power, takes too much time, risks competitors taking advantage, is too difficult to explain or that they lack information themselves. It could also be that they do not want negative feedback or lack training in communication techniques.
- There are three techniques to improve organizational communication:
 - Clarity of Thought.
 - Paraphrasing.
 - Open Mindedness.

Check Your Progress

The main learning for me from this module was:

These are the skills that I need to work on and develop:

These are the impeding traits in me that I need to watch out for:



Aptech Teaser Time

Focus on these improves communication skills. Can you find them hidden horizontally, vertically & diagonally here?

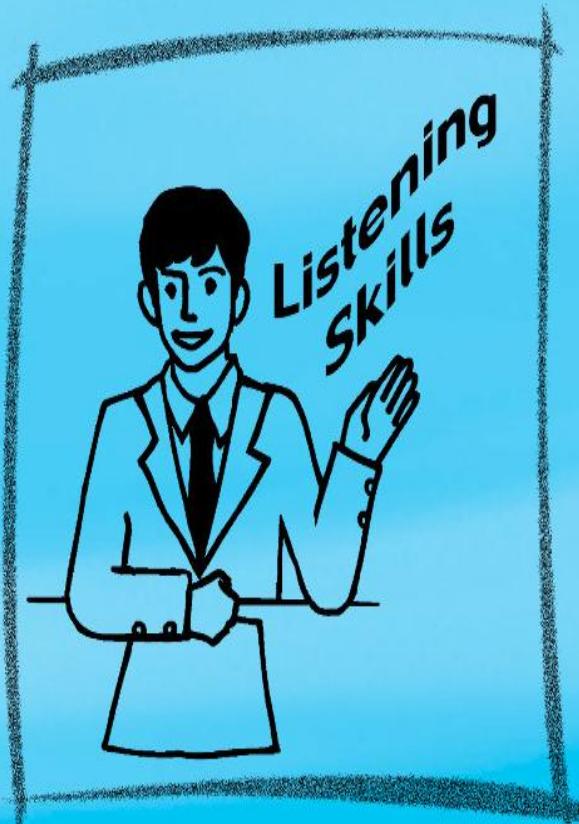
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E	Y	E	C	O	N	T	A	C	Y	S
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V	T	B	K	N	R	E	A	O	G	O
O	N	B	T	O	R	L	S	E	Q	I
I	E	Q	G	S	U	T	S	T	U	S
C	M	P	O	B	U	T	X	I	V	S
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V	M	S	O	R	F	H	X	I	V	X
E	C	N	A	R	A	E	P	P	A	E

vocabulary
expressions,
gestures,
appearance,
movements,

Notes



“ Our character is what we do when we think no one is looking. ”



LISTENING SKILLS



Listening Skills



Background Information

- Listening is one of the most important skills you can acquire as a manager.
- There are two ways in which good listening skills benefit you.
 - You gain new and valuable information, which in turn helps you make decisions, complete tasks, and solve problems.
 - They make you a valuable asset to the company, as your interpersonal skills improve, efficiency improves, and you gain appreciation
- Listening helps you learn new and innovative ways to meet your responsibilities.
- Listening is not a passive activity. You become an active listener by questioning the facts, demonstrating that you are listening and by blocking out distractions.
- Listening does not imply agreeing with the speaker. Its purpose is to gather and evaluate information.
- Both, the speaker and listener are responsible for successful communication.
- Hearing is a physical ability whereas listening is a cognitive action and is performed consciously.

Analyzing your Listening Skills

- The listening process allows individuals to understand the significance of a message, question its validity, and respond to a speaker.
- The listening process consists of interpreting messages, evaluating messages, and providing feedback.
- Individuals listen better when they have an incentive to do so.
- When individuals are highly emotional, they tend to expect a specific message or will filter out information that conflicts with what they want to hear.
- Keep an open mind and be willing to listen to other viewpoints. You must make an effort to understand a speaker regardless of your personal differences.



- There are two aspects of a speaker's message, which help you understand their viewpoint:
 - **The Speaker's words-** Pay close attention to their choice of words to understand their meaning.
 - **The Speaker's tone of voice-** The tone of the speaker conveys 30% of the meaning.

- Different situations require listening in different ways. There are three main types of listening:
 - **Comprehensive-** It is used to understand a speaker's message. It requires you to be open-minded and flexible.
 - **Evaluative-** It allows you to identify flaws in a persuasive message.
 - **Empathetic-** Providing emotional support to a speaker is an example of empathetic listening. It helps build relationships.

- Critical listening combines evaluative, comprehensive and empathetic listening skills. Its purpose is to evaluate a message correctly.

- Critical listening involves summarizing a speaker's main points, recalling the facts presented, and distinguishing between the major and minor points.

- To interpret a message correctly, you must allow the speaker to complete it.

- There are four steps that you need to take in order to become a critical listener:
 - Recognize the speaker's intention.
 - Question the speaker's credibility.
 - Identify the speaker's emotional appeal.
 - Analyze the speaker's evidence.

- Everyone has built-in filters that interpret a speaker's message. Some filters that can help or hinder listening include your personal biases, attitudes and feelings, vocabulary and language, knowledge and experience, and personal needs or motives.

- When you become tired, you need to make a conscious effort to concentrate on the speaker.

- When you doubt the speaker, ask them about their sources of information and ask questions or do additional research on your own.

- Taking notes is the best way to remember a speaker's information as you can refer back to them at any time.



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- Two structured note-taking methods can be easily adapted to your personal style: standard outline form and précis or paragraph writing.
- Write legibly and take minimal notes to make it effective.

Using Listening To Improve Communication

- You need to respond to a speaker in order to have clear communication and determine if you have completely understood them.
- You can respond to the speaker either verbally, or through body language or even through silence.
- Providing feedback to a speaker helps keep communication open, enhances relationship and shows courtesy.
- Regardless of the type of message a speaker delivers, you should provide feedback with four standards in mind: helpful, specific, timely and balanced.
- Gaining information by asking questions is the most effective way to understand a speaker's exact meaning.
- There are four types of questions you can ask to gain more information:
 - Open-ended questions to gain detailed information.
 - Probing questions to gain the information you need.
 - Confirmation questions to verify the main points.
 - Closed-ended questions to collect very specific information.
- Understanding body language helps you to interpret messages effectively as individuals communicate almost 80% of their messages through body language.
- The three areas that you should be aware of to interpret body language are the speaker's facial expressions, the speaker's hand and arm movement, and the speaker's body position.
- Whenever you suspect the speaker of giving conflicting messages, ask a question to clarify the speaker's true intent.
- You can effectively make use of body language while communicating with your audience. To portray positive image of yourself, make eye contact, display receptiveness, and stay relaxed.



Addressing Listening Problems

- Listening problems are the result of either the speaker failing to communicate clearly or the listener not confirming the message.
- Listening problems affect an organization's time, financial and energy resources.
- There are several barriers to listening that you need to be aware of:
 - The listener does not concentrate.
 - The listener interrupts the speaker.
 - The listener has low self-confidence.
 - The listener does not focus on the message.
 - The listener allows distractions.
 - The listener mentally disagrees.
 - The listener has preconceptions.
 - The listener does not value the message.
- There are several techniques you can use to improve your listening skills.
 - Listen with an open mind.
 - Generate interest in the topic.
 - Adapt to the speaker's delivery.
 - Avoid pretending to listen.
 - Pay close attention to unfamiliar material.
 - Take listening seriously.
 - Resist distractions.
 - Suspend your judgment.
 - Avoid complacent listening.
 - Focus on the central idea.
 - Paraphrase the message.
- There are four ways in which you can increase your understanding of a speaker's message:
 - Be prepared to listen.
 - Create mental reminders.
 - Reduce stress levels.
 - Review the information.



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Check Your Progress

The main learning for me from this module was:

These are the skills that I need to work on and develop:

These are the impeding traits in me that I need to watch out for:

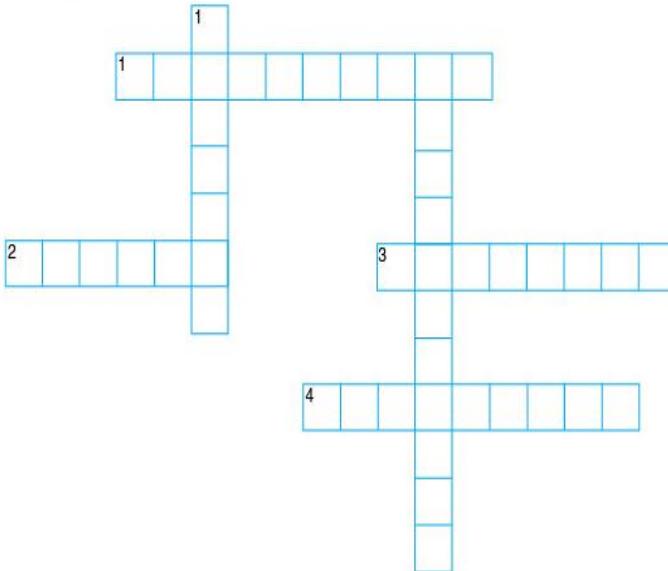
Aptech Teaser Time

Across :

1. It is a type of listening.
(10)
2. Question facts to become this kind of listener. (6)
3. Listening that helps evaluate a message correctly. (8)
4. A cognitive action to be performed consciously. (9)

Down :

1. He is equally responsible for successful communication. (7)
2. Listening helps you gather this. (11)



empathetic, active, critical, listening, speaker, information

Notes



Notes



“History never looks like history when you are living through it.”

15

Role Play 3

ROLE PLAY 3



Role Play 3

Role Play 3

You are a part of an intra-organization team, that has been set-up to tackle customer complaints that arose out of mismanagement of the customer care cell. The team also includes members of the customer care department, and the sales and marketing department.

1. Being the team leader, reconcile the differences between the members of the customer care department and the sales & marketing department.
2. Designate different tasks to different people and co-ordinate their activities so that the damage can be undone and customer grievances addressed.

What exactly are you going to present – FOCUS

The main learning for me from this module was:

Notes

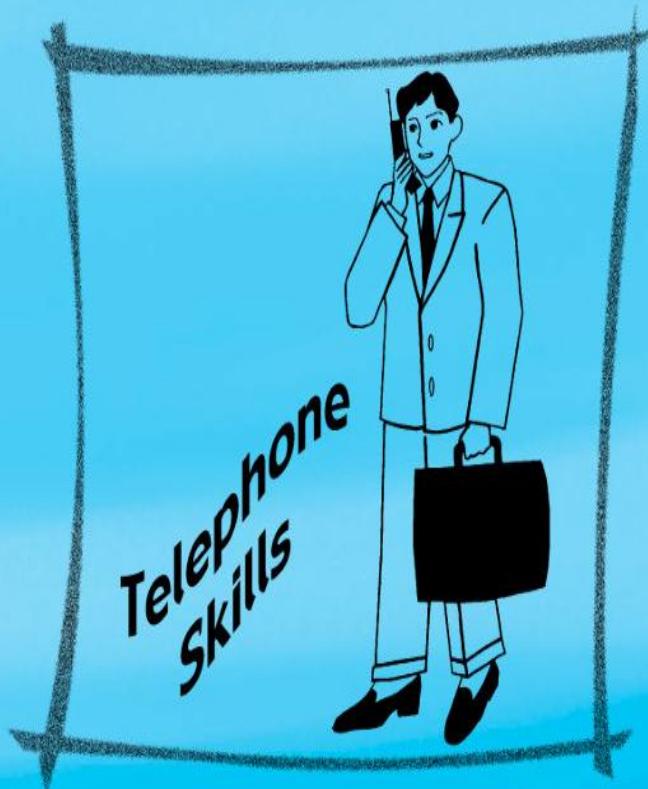


Notes



“ If we don’t change, we don’t grow. If we don’t grow, we aren’t
really living. ”

16



TELEPHONE SKILLS



Telephone Skills



Background Information

- Good telephone skills are essential at every level as telephones are the core of interpersonal business communications.
- An individual who answers business calls reflects the image of the company. The callers develop their first impression within seconds of making a call and this impression can affect the business of the company.
- Questions need to be answered quickly and correctly, messages should be taken properly and calls forwarded correctly.
- With effective telephone skills, you will be more effective and efficient as you will make high priority calls first, and avoid spending extra time on the phone.
- Set up a telephone area on your desk or in your office. Avoid using the area except when you are on the phone, and use a rolling chair to move between your work area and telephone area.
- Technology has enhanced the features present in a telephone, which in turn can help increase your efficiency while on the telephone e.g. autodial, automatic redial, speakerphone, headset, call waiting, conference calls, etc.
- Your professional attitude is reflected by four characteristics: assertiveness, confidence, calmness, and accuracy.

Utilizing Proper Telephone Etiquette

- There are three basic factors that affect the image you project on the telephone:
 - Use clear diction, proper volume, and appropriate speed.
 - Remember your posture.
 - Never eat, drink, or chew gum.
- Building rapport means determining and building on what you have in common with the caller. The three ways to build a rapport with a caller are using the caller's name, finding common ground, and matching the caller's speaking rate.



- Callers appreciate a courteous response. The following behaviour helps you project a courteous image when you receive calls:
 - Answering promptly.
 - Using proper identification.
 - Using positive language.
 - Being helpful.
- You will likely encounter situations where talking to the caller is a bit challenging. You should be prepared to deal with the following types:
 - **Talkative Callers-** Control conversation by asking close-ended questions, keeping your responses short, and speeding up your responses.
 - **Indecisive callers-** In this case, listen to the caller, ask specific questions, offer them options and recommend the best option.
 - **Demanding callers-** In this case be direct and use a strong and confident tone of voice, interact in a fast-paced manner and avoid engaging in non-business discussions.
 - **Fast-talking callers-** Interject when they pause or take a breath and politely tell them to slow down.
 - **Slow-talking callers-** Guide the conversation by asking them what they need.
 - **Foreign accented callers-** To professionally handle the situation, be patient, be honest, be polite, and be resourceful.
- By knowing ahead of time, how to deal with difficult callers, you will be able to handle these situations and maintain your efficiency on the phone.
- When dealing with an angry caller remain calm regardless of the caller, let the caller vent their feelings and acknowledge the problem, express empathy with the caller, identify what went wrong by asking questions, and finally develop a solution.
- You should refer to your company policy, in case you come across an abusive call. In case no clear-cut policy exists, perform the following steps.
 - Acknowledge that the caller is upset.
 - Try to redirect conversation by asking the caller to help develop a solution.
 - Let the caller know that the abusiveness must stop in order for the call to continue.
 - In case the abusiveness does not stop, either check with your supervisor or end the call.



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Handling Inbound Calls

- When you want to limit the calls you receive, you can use various screening methods:
 - **VIP list**- These are the individuals whose calls you will always receive.
 - **Block list**- These are the individuals and organizations with whom you never wish to speak.
 - **Preferential list**- It gives an individual who screens your calls guidelines to the type of calls you prefer to accept.
 - **Flagging important calls**- When expecting an important call, notify someone else of the same so that he might receive the call and immediately forward it to you.
- Calls can be routed to the voice mail so that you can screen calls and respond at your convenience. There are four important things to remember when using voice mails:
 - Customize the greeting.
 - Update the greeting frequently.
 - Explain how often you check messages.
 - Give the caller alternatives.
- An effective voice mail message will encourage your callers to leave messages, and allow them to contact you if they have important information to forward.
- The best way to take a message involves the following aspects:
 - Get the facts.
 - Identify emotions.
 - Record Impressions.
 - Be assertive.
- You need to remember three basic functions when forwarding calls:
 - Know the phone features.
 - Confirm the destination.
 - Make introductions.
- Avoid putting callers on hold since no one likes it. In case you have to do it, ask for the caller's permission and check back to reassure them that you have not forgotten them.

Making Outbound Calls

- You can greatly enhance your effectiveness on the telephone when you plan ahead. Keep the following things in mind:
 - Record frequently called numbers.
 - Review notes of any previous calls to this individual.
 - Check the local time at the receiver's location.
- Prioritizing calls is important because you need to know, which calls are the most important so you can make these calls first. The two other reasons why prioritizing calls is important are:
 - Your time management skills improve.
 - Long distance costs are managed.
- There are two things, which you should do while returning a call:
 - Tell the screener that you are returning a call.
 - Express regret or appreciation.
- If the individual you want to speak to is not available, there must be a backup person who can help you. The two ways to develop secondary contacts are to ask for name or to ask for department.
- In order to leave effective voice mail messages plan your message, speak clearly, and offer a callback time.
- You can increase your efficiency on the phone by getting to the point, taking notes, and conducting business first.
- You need to limit the length of your calls either when you are tied or in a hurry or when the calling party is longwinded.
- Set aside a specified block of time for making and receiving calls. Let your regular callers know that this is the best time for you to receive calls.





Check Your Progress

The main learning for me from this module was:

These are the skills that I need to work on and develop:

These are the impeding traits in me that I need to watch out for:

Aptech Teaser Time

You will be dealing with these different types of callers. Find them in this box here.

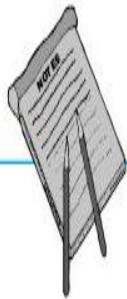
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X	C	V	B	N	O	K	Y	U	I	Q	V	V	W	Q
Z	X	S	K	I	W	R	A	W	B	L	I	X	Z	A
S	X	N	O	I	T	A	I	T	O	S	E	N	T	Z
A	S	D	V	B	A	M	N	S	I	R	T	Y	U	I
W	A	A	S	D	L	F	M	C	F	V	H	J	K	K
I	N	T	E	R	K	E	E	S	O	N	E	L	T	L
Q	W	D	G	N	I	D	N	A	M	E	D	H	I	P
A	S	D	F	B	N	W	J	K	I	O	I	I	T	M
F	O	R	E	I	G	N	A	C	C	E	N	T	E	D

talkative, foreign
accented, fast talking,
slow talking,
demanding, indecisive

Notes



Notes



“Great ability develops and reveals itself increasingly with every new assignment.”

17

Role Play 4

ROLE PLAY 4



Role Play 4

Role Play 4

1. Someone calls, asking for your colleague. That colleague has promised him several times that he will call up and give him info about the kind of loans he can avail of. This is the fifth time that the customer is calling. He is angry and is letting off his steam on you. Talk to him and assure him of speedy action.
2. You are the colleague who has returned. You have been briefed about the call. Now, you have to call back. Call the customer and resolve the matter satisfactorily.

What exactly are you going to present – FOCUS

The main learning for me from this module was:

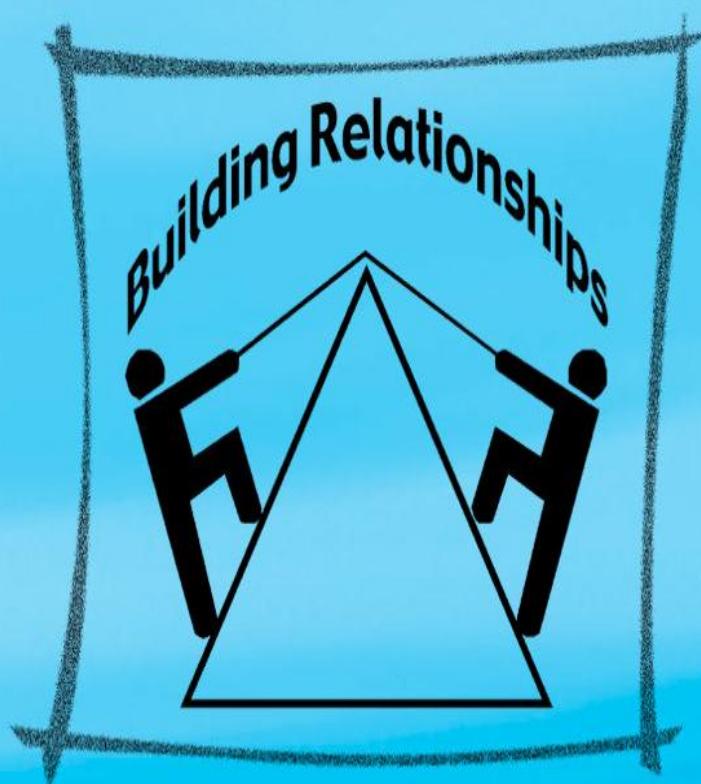
Notes



Notes



“ Discretion is being able to raise your eyebrow instead of your voice. ”



BUILDING RELATIONSHIPS



Building Relationships



Communication Styles and Methods

i. Communication Styles

- Learning about the four communication styles helps a listener understand the speaker's perspective and helps the speaker understand how his or her communication affects the listener. It is very important since miscommunication causes costly errors, which slow down the production of goods or services.
- The first style of communication is the collaborator. Collaborators thrive on interactions with co-workers, have high energy levels and are outgoing. Their co-workers sometimes think of them as impulsive. They are so full of new ideas that they may not have time to complete their previous assignments. They 'think out aloud' and often skip from topic to topic without a logical path.
- The second style of communication is the contributor. Contributors are socially oriented but prefer to talk to people in small groups or individually. They are good listeners, open to new ideas and opinions and are often called upon to be peacemakers in group settings.
- However, contributors' diplomacy leads them to be viewed as indecisive and non-authoritarian. In addition, the desire to maintain a peaceful environment may lead contributors to repress angry feelings.
- The third style is the inquisitor. Logic and reason rule the communication of inquisitors. They, typically, do not speak in emotional terms but prefer data and hard facts. They like to interact on a one-to-one basis or in small groups but prefer to work alone.
- Unfortunately, the high standards of inquisitors often lead them to be viewed as overly critical of themselves and others.
- The last communication style is the director. Directors focus on completion of tasks and take action while the others are still analyzing and planning. This gives them a reputation for being decisive.



- However, directors change their opinions, sometimes dramatically, when they perceive that the situation has changed. In addition, since they are forthright and direct, they can be intimidating for others.
- When under stress, most people display a secondary communication style, which is determined by the primary communication style. Although they vary widely in other attributes, the main characteristic of the secondary skills is inflexibility. There are four secondary communication skills.
- Acting aggressively is the secondary communication style of the collaborator. Belligerence, a loud voice, and emphatic language and gestures characterize aggressive communication. Fortunately, outbursts are rare and usually subside fairly quickly.
- The secondary communication style of the contributor is to consent. Although outwardly co-operative, the contributors show subtle forms of disagreement and frustration in their body language and behavior. They are slow to anger but are equally slow to forgive and forget.
- Avoiding is the secondary communication style of inquisitors. They cope with stress by avoiding all emotional expression and contact with others. If emotional withdrawal is ineffective, inquisitors may physically remove themselves from situations.
- Controlling is the secondary communication style of directors. By exercising control over the people around them, directors feel that they have control over situations. The already rapid pace of directors' decision-making processes becomes even more rapid under stress, which frustrates people of other communication styles.

ii. Verbal Communication

- Positive language draws both, the speaker and the listener, into a conversation. The speaker can use positive language to show that he or she has confidence in his/her message. Positive language includes phrases such as "we can" and "we will".
- Negative language can be expressed in a variety of ways but its main characteristic is the word "no". If at all possible, avoid using the word "no" and any other negative language such as "I cannot", "I do not", and "I will not".
- Inflammatory language is meant to stir intense negative emotions in the listener. It is highly inappropriate to use such language at the workplace.



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- Powerful language involves the use of clear, direct statements of facts and feeling rather than dance around an issue. A powerful speaker lets you know exactly what the situation is and how to handle it efficiently and effectively.
- Powerless speakers use hedge phrases such as "I guess..." and "May be we should..." They often offer their opinions as questions, such as, "Shouldn't we start the meeting?" instead of stating "We should start the meeting." Powerless speakers tend to be disappointed with the results of their ambiguity.
- An effective powerful speaker combines politeness with directness in order to be clear and concise.
- The manner in which you use your voice tells a great deal about you. Your voice often tells whether you are nervous, which may affect the credibility that is perceived by the listener. Being able to control your voice and communicate in a pleasing way attracts and maintains listeners' attention.
- There are three characteristics that you can control to become a more effective speaker: volume, rate, and pitch. Volume must be tailored to the environment. Room size, number of listeners and external noise, all influence the volume necessary for effective communication.
- Rate is the speed with which you speak. Nervous speakers tend to speak rapidly. If you are nervous, it is important to maintain a slow, steady rate of speech so that the listener does not get distracted by your nervousness.
- Conversely, do not let the rate drop below 120 words per minute or you risk losing your audience's attention.
- Pitch is the highness or lowness of your voice. If you are nervous, your vocal muscles will tighten and your voice will rise above its natural pitch.
- Rate and volume also affect your pitch. Although pitch variations may be useful in emphasizing certain points, generally it is best to maintain an even and normal pitch in most situations.

iii. Non-verbal Communication

- You are constantly communicating with those around you. You express anger, fear, happiness, sadness, enthusiasm, and many other emotions without ever saying a word. It is important to be aware of the signal you are communicating to those around you.



- There are five types of non-verbal communication that have the most impact on your conversations. They are:
 - **Handshake:** A firm handshake is the foundation for any business interaction. In order to capture the other person's attention, hold on to the person's hand for just a second longer than feels natural and begin talking before you let go in order to further maintain the other person's attention.
 - **Friendly expression and direct eye contact:** This sends the message that you are open, honest, and enthusiastic. You can show interest in the other person by maintaining eye contact as he or she speaks.
 - **Proximity:** Personal space is a factor to be kept in mind while communicating. Three to five feet of distance will evoke feelings of closeness, trust and parallel status between acquaintances.
 - **Touch:** Appropriate touching can convey interest, openness, and trustworthiness. Appropriate touching includes a light touch on the shoulder or arm of an acquaintance or a handshake. Inappropriate touching conveys disrespect to the recipient of the touch, and may also demonstrate hostility.
 - **Gestures:** Gestures and posture impact communication. Restless hands and legs may suggest nervousness. Fidgeting may also indicate impatience and concealed anger. Similarly, your posture can affect the impression you make on someone.

First Impressions and Building Rapport

i. The importance of first impressions

- It takes only 30-45 seconds to form a first impression but it takes another 4 to 5 encounters to change that first impression. Many a time, if the first impression is negative, you will not get another opportunity to change that impression.
- Physical elements such as posture or attire can influence the impressions you make but most often, impressions are based on abstract qualities.
- When meeting people for the first time, it is best to do some research and find out about their environment. What may be appropriate in one cultural setting may be considered offensive in another.
- Although your intelligence will not be scored in a business meeting, it will be tested and judged based on your competence. You are expected to have a thorough understanding of the subject of your meeting.



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- If you do not know the answer to a question, don't lie. Instead, offer to find out the answer and follow through on the promise.
- Social composure is comprised of grace, charm, and etiquette. Being graceful in a meeting or social activity involves being comfortable in your surroundings.
- You can build rapport with your associates by listening to and sharing with them. Be sure your communication involves a two-way exchange of information.

ii. Communicating to build rapport

- Rapport is a relationship of mutual trust. Without trust, communication is superficial at best and non-existent at worst.
- There are three guidelines you should follow to build rapport:
 - Adapt to the other person's communication style
 - Find common ground with the other person
 - Focus on mutually beneficial goals
 - Establish credibility
- At the beginning of a conversation, the speaker has a 'clean slate'. As the speaker begins to communicate, the listeners start forming an opinion about the speaker's credibility. Follow the guidelines below to establish credibility:
 - Demonstrate Competence
 - Build Trust
 - Recognize similarities between speaker and listener
 - Exhibit sincerity

iii. Asking questions

- Often, it is necessary for the speaker to become a listener. When the speaker asks a question, it gets the listener more involved with the conversation, which provides a circle of communication and encourages rapport.
- In order for a question to build positive relationship, it must be clearly stated. The following are the guidelines to keep your questions concise and clear:
 - **Use unequivocal language:** Unequivocal terms have only one correct dictionary definition, so there is no room for misunderstanding.



- **Use specific phrases:** It saves time and money.
 - **Avoid jargon:** Be sure that everybody involved in a conversation is familiar with the terms being used.
 - **Avoid insincere questions**
- There are four types of insincere questions that need to be avoided. They are as follows:
- **Statement questions:** They are actually statements of facts or feelings disguised as questions.
 - **Hidden agenda questions:** They mask the true intent of the speaker.
 - **Assumption questions:** These questions are based on assumptions rather than facts.
 - **Questions that seek a specific response:** For example, the question asked by a boss to an employee expecting approval.

Providing Positive and Constructive Feedback

i. Providing feedback

- Providing feedback to the speaker is an important element in building a relationship because it closes the circle of communication that links the listener and speaker.
- Feedback comes in the following two forms:
 - Verbal feedback
 - Non-verbal feedback
- Paraphrasing is the act of receiving message, processing it, changing it, and repeating it to ensure that you comprehend the intended message. The original speaker should respond to help you gauge your understanding of the message.
- Paraphrasing include three ways to check your level of understanding. The following three elements can be paraphrased:
 - Topic
 - Meaning
 - Emotion



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ii. Providing positive feedback

- Positive feedback reinforces positive behaviour. The steps involved in providing positive feedback direct you to offer specific, detailed information.
- The process of providing positive feedback consists of four steps:
 - Describe the positive behaviour
 - Explain why the behaviour is positive
 - Help the individual accept credit
 - Thank and encourage the individual

iii. Providing constructive feedback

- Constructive feedback, when given properly, encourages a person to change his or her negative behavior for the better. Its purpose is to improve the recipient's job performance. Hence it is important to give prompt and accurate guidance.
- The process of providing constructive feedback consists of the following five steps:
 - Identify the problem behaviour
 - Explain how the behaviour is detrimental
 - Help the individual acknowledge the problem
 - Develop goals with the individual
 - Monitor the individual's performance

**Check Your Progress**

The main learning for me from this module was:

These are the skills that I need to work on and develop:

These are the impeding traits in me that I need to watch out for:

Aptech Teaser Time

Unscramble and rearrange the circled alphabets to denote
“a relationship of mutual trust”.

L B O L C O R A T R O

O R C B U O T N R I T

I U I O T R S N I Q

R E C O R I S D T

P R O E S U T

M I R O P X I T Y



Notes



A Personal Review – Your Qualities

Review the following list of personal qualities. Tick those that apply to you. You may have gained certain qualities that would ultimately result in enhancing your skills.

I consider myself to be:

Adaptable	Willing	Thorough	
Precise	Insightful	Assertive	
Sensitive	Productive	Versatile	
Perceptive	Imaginative	Efficient	
Caring	Honest	Hardworking	
Courageous	Dedicated	Forthright	
Tenacious	Responsible	Persistent	
Trustworthy	Helpful	Intuitive	
Strong	Analytical	Organized	
Incisive	Warm	Friendly	
Diligent	Intelligent	Communicative	
Determined	Committed	Intellectual	
Persuasive	Flexible	Humorous	

Circle four of the above qualities that best describe you.

Categorization

The purpose of this sheet is to present the personal qualities in a categorized fashion. This categorization will enable you to gauge your strength in each skill area. You will find that one quality has been listed under more than one skill area; this is because that quality helps to enhance all the skills it has been listed under. This categorization will also help you to quantify the gains you have made in each skill area after completion of the soft skills module vis-à-vis the skills you already had before the module.

Telephone Skills	Persistent	Writing Skills
Precise	Organized	Precise
Clear	Friendly	Perceptive
Warm	Communicative	Insightful
Organized	Humorous	Imaginative
Friendly		Analytical
Communicative		Thorough
Helpful		Organized
Selling Skills	Listening Skills	Intellectual
	Sensitive	
	Caring	
	Willing	
Perceptive	Honest	Presentation Skills
Caring	Helpful	Precise
Persuasive	Warm	Perceptive
Tenacious	Friendly	Strong
Warm	Communicative	Incisive
Thorough		Persuasive
Assertive		Imaginative
Friendly		Intelligent
Communicative		Thorough
Insightful		Assertive
Imaginative		Versatile
Dedicated		Organized
Responsible		Friendly
Tenacious		Communicative
Trustworthy		Humorous
Diligent		
Determined		
Flexible		
Thorough		