**Lesson 1 - Campus to Persistent**

*Lesson 1 of 4*

**Congratulations on reachingthe firstmilestoneof your professional journey. This would feel likestepping into unknown territory and you must be both eager and anxious about how it's going to be. This phase is your transition from the college campus to Persistent and can significantly impact your success.**

**Objectives**

By the end of this lesson, you will be able to:

* 1

1

Differentiate corporate from campus environment

* 2

2

Distinguish Job from Career

* 3

3

Understand the elements of growth Mindset

**Campus to Persistent**

Play Video

Please drag and drop the card on the corresponding section below:

**7/8 Cards Correct**

REPLAY

**Campus**

**Corporate**

Once you understand the difference between the Campus and the Corporate worlds, it is of utmost importance for you to realize the fact that just having a job in a corporate is not enough. You ought to focus on pursuing a career.

It is this thought process that will make you an asset to the organization, which will not only boost your confidence but also play a vital role in your personal and professional growth.

**It's not about a job, it's about your Career!**

**What's a Job versus a Career?**

A job can be just going to work to earn a paycheck. A career means that each of your jobs, experiences, and training programs is helping you advance in experience towards a bigger goal. The real difference between a job and a career is your attitude. People who want a career always think about their long-term goals. They are thinking about what they can do now to make those goals happen in the future.

**Career - a Journey**

Think of your career journey as moving along a path or climbing a ladder. Each step of the ladder could be a job that gives you valuable experiences. At one job you might learn new skills, at another, you might gain a new interest. As you climb the ladder, you get closer to your goal.

Just understanding the significance of a **Career** is not enough. In order to pursue your career, here are three important steps to keep in mind:

* bullet

Developing a sense of purpose

* bullet

Cultivating a life-long learning mindset

* bullet

Reviewing your progress from time to time

Please click on the pictures to learn more about them:

*Click to flip*

**Develop a Sense of Purpose:**

Take stock of your goals where you are and identify where you want to be career wise. Once you get the clear cut idea take actions to get there.

*Click to flip*

**Cultivate Lifelong Learning Mindset:**

To advance in your career always be ready to learn from peers, mentors , managers and mistakes you make.

**Review Your Progress:**

Keep reviewing your career progress on a regular basis and take necessary measures to achieve what is unclear and overcome challenges. Check with your manager and senior colleagues on how you are performing.

**Let's take a quick learning check...**

Which of the following options is not relevant to your career?

Lifelong learning

Laid back attitude

Sense of purpose

Progress review

SUBMIT

**TAKE AGAIN**

**Fixed Mindset Vs Growth Mindset**

In addition to developing a sense of purpose, becoming a lifelong learner, keeping a check on your progress, and transitioning to the corporate world, you also need a significant shift in your thought process, that is adapt a **Growth Mindset**.

**Having a Growth Mindset**

**A growth mindset is believing that you can become better and improve with time and practice. A growth mindset believes that a person can raise their IQ or knowledge with study and practice.**

**Opposite** to the Growth mindset is the Fixed mindset.

Someone with a fixed mindset believes that your IQ is innate. Having a fixed mindset is **thinking**that there are aspects of your personality and skill set that **cannot be improved** past the current state. If you are bad at math, there always will be concepts that you never truly grasp - no matter how much you practice.

Please **click**on the  pictures below to understand the differences between **Fixed Mindset**and**Growth Mindset**:

*Click to flip*

**Fixed Mindset**

* Failure is the limit of my abilities
* I am either good at it or not
* My abilities are unchanging
* I don't like to be changed
* My potential is predetermined
* When I am frustrated i give up
* Feedback and criticism are personal
* I will stick to what I know

*Click to flip*

**Growth Mindset**

* Failure is an opportunity to grow
* I can learn to do anything I want
* Challenges help me to grow
* My effort and attitude determine my abilities
* Feedback is constructive
* I am inspired by the success of others
* I like to try new things

**Let's take a quick learning check...**

Which of statements are not a part of Growth Mindset?

* Failure is the limit of my abilities
* I can learn to do anything I want
* Challenges help me to grow
* My potential is predetermined
* Feedback and criticism are personal
* I am inspired by the success of others

SUBMIT

**TAKE AGAIN**

**What is Professionalism ?**

So far, we have learned how to make a smooth transition from campus to corporate, the differences between job and career, the advantages to adapting a growth mindset, and the disadvantages of having a fixed mindset.

Another key element is **Professionalism**.

It is a powerful quality that allows you to fulfill your role to the best of your ability. It helps you impress and inspire others. While giving you a deep sense of satisfaction and self-worth.

The next section gives you a glimpse of the various attributes of professionalism required at the workplace. The forthcoming courses will give you a deeper dive into these attributes.

here's a quick preview of what's next:

**Prepare for Success**

–

This course will help you with the process to design your career, learn and apply techniques to manage time and display work appropriate etiquette.

**Drive for Results**

–

This course will help you harness and channelize you efforts towards accomplishing business results by developing the right personal and team skills. You'll also learn to deal with challenges the right way so you have an unwavering focus on the goal.

**Customer Focus Culture**

–

This course is aimed at helping you understand the importance of customer service in the IT industry and develop a service attitude. You will also learn about how culture influences communication.

**Become Ingenious**

–

Solving problems is a part of everyone's life. This course will equip you to think creatively, critically and solve problems effectively for the stakeholders.

**Effective Business Communication**

–

Communication is going to be at the heart of everything you do - ask a question, answer a question, express our thoughts, share an update etc.

This course will help you learn effective business communication - verbal & written, and be assertive at the workplace.

**Let's summarize...**

With this, you have learned about:

* 1

1

The difference between campus and corporate life basis - environment, interpersonal relationships, assignments, and conduct.

* 2

2

Factors that distinguish a job from a career.

* 3

3

The 3-steps to pursue a career - developing a sense of purpose, cultivating lifelong learning, and reviewing your progress.

* 4

4

Professionalism and its elements.

You can now move on to the next lesson on 'Enhancing Job Performance'.....

**Lesson 2 - Enhance Job Performance**

*Lesson 2 of 4*

Your first step in the corporate world is the most memorable and eventful. You meet new colleagues, understand your role and responsibilities, create a professional image and learn about your company's values and culture.

Paying attention to these aspects can help you grow faster in the organization.

In this lesson, we'll discuss the significance of performance attributes and define them for you to successfully embark upon your career journey.

**Objectives**

By the end of the lesson, you will be able to:

* 1

1

Understand what competencies are

* 2

2

Understand Persistent's framework of Behavioral & Technical Competencies

**Competencies**

Competencies are a combination of specific employee knowledge, skills, behaviors, and personal attributes that relate to an organization’s strategic goals, are correlated with job performance.  
Competencies give rise to desired behaviors needed to perform a given job effectively and generate positive results at work.  
One might think that assessing competencies is the same as performance. However, '***Employee Performance***' tells us '**What was achieved?'**, but '***Competency***' tells us '**How performance was achieved?**'

**Let's take a quick learning check...**

'Employee Performance' tells us '**What was achieved?'**, whereas 'Competency' tells us '**How performance was achieved?**'

True

False

SUBMIT

**TAKE AGAIN**

**Behavioral & Technical Competencies**

There are two types of competencies every organization will ask for in your job role: Technical Competencies (hard skills) and Behavioral Competencies (power skills).

* 1

1

**Behavioral Competencies (power skills a.k.a. soft skills)**

* 2

2

**Technical Competencies (hard skills)**

**Behavioral Competencies**

[**ANALYTICAL LOGICAL THINKING**](https://ehec-fa-em2-oraclecloud-com.akamaized.net/akstorage/scorm/FA.HCM.PER.HcmEngmtVideoShare-0dd3da2b-974b-46f4-881b-8e47fa97d19c_private/0dd3da2b-974b-46f4-881b-8e47fa97d19c/scormcontent/index.html)Breaks down tasks or problems into key parts. Is able to identify and seek help in areas that need deeper decision-making.

* Makes lists of actions required and resources needed. Breaks down programs of work so that they are digestible.
* Considers factors within one’s functional area.

INNOVATION

* Demonstrates awareness and need to improvise own products and services and comes up with a few ideas under guidance.
* Is able to identify the basic need for new products/requirements or improvising the existing products/services.
* Puts together a basic plan, visualizing the steps involved in execution of an idea.
* Exhibits a curious mind that listens attentively and constantly absorbs novel information.

These behavioral competencies will be expected from you while you accomplish everyday tasks right from the moment you join your first project. Knowing how to demonstrate these is key to be successful...

**Technical Competencies**

[**PROGRAMMINGDEVOPSDATABASE (RDBMS)FRAMEWORKCLOUD ARCHITECTURECS FUNDAMENTALSSALESFORCE DEVELOPER**](https://ehec-fa-em2-oraclecloud-com.akamaized.net/akstorage/scorm/FA.HCM.PER.HcmEngmtVideoShare-0dd3da2b-974b-46f4-881b-8e47fa97d19c_private/0dd3da2b-974b-46f4-881b-8e47fa97d19c/scormcontent/index.html)

Demonstrate the ability to write simple programs, debug programs, work with language syntax and fundamentals and get certified at foundational level.

**Let's take a quick learning check:**

Drag and drop the description to the correct category of competencies....

**0/10 Cards Correct**

REPLAY

**Install and configure tools and work with tool fundamentals**

**Breaks down tasks/ problems into key parts**

**Takes necessary actions, admits mistakes, refocuses efforts when apt**

**Work with Cloud Computing basics, explain need and significance of platform**

**Exhibits a curious mind to absorb novel information**

**Has an understanding of customer's explicit needs**

**Show ability to explain and need to work with different components**

**Demonstrate the ability to write simple programs**

**Demonstrate the ability to design database, write basic SQL queries**

**Understands his/her core strengths and seeks opportunities to use them**

**Technical Competence**

**Behaviorial Competence**

**Let's Summarize...**

In this lesson, we have learned about:

* 1

1

Competencies being a combination of specific knowledge, skills, behaviors and personal attributes

* 2

2

The role of competencies as a benchmark for success as well as providing a framework for your development.

* 3

3

Two types of competencies relevant to your job role - Technical and Behavioral.

**Lesson 3 - Persistent Values**

*Lesson 3 of 4*

At Persistent, our values are more than a list of ideals to improve our corporate image. We’re dedicated to building an inclusive culture that reflects what’s important to our employees and based on what they value.

**Objectives**

By the end of the lesson, you will be able to:

* 1

1

List Persistent Values

* 2

2

Know how to demonstrate the values

* 3

3

Display personalities appreciated at Persistent

**What are organizational values?**

Organizational values describe the core ethics or principles which the company will abide by, no matter what. They inspire employees’ best efforts and also constrain their actions.

**Persistent Values**

**Ingenious**

We always want to be the first to transform new ideas into tangible business results while optimizing our use of resources. We are versatile in action and agile in thought because we believe it’s important to do more with less.

For us, ingenious solutions are the ultimate goal.

**How do I implement the value of being Ingenious ?**

Here is what you can do to become Ingenious:

* Generate ingenious ideas for improvement, include creativity in ways of doing things.
* Exhibit curiosity, eagerness and ardent desire to know or learn something new.
* Think laterally and proactively identify opportunities for change to identify new solutions to business problems.
* Demonstrate innovative thinking in direction of customer experience.

**Let's tale a quick learning check...**

Exhibiting curiosity, eagerness and ardent desire to know or learn something new helps us become 'ingenious'.

True

False

SUBMIT

**TAKE AGAIN**

**Responsible**

With our clients’ and colleagues’ best interests at heart, we act responsibly and communicate with clarity.

Our global practice demands respect and openness towards each other, the communities around us, and the global society at large. We take seriously the trust placed in us and work hard to earn it every day. We never make a promise that we cannot keep.

**How do I implement the value of being Responsible?**

Here is what you can do to become responsible:

* Take personal ownership for the quality and timeliness of work and achieve results with little monitoring.
* Proactively identify problems encountered and suggests solutions.
* Identify opportunities to apply new approaches.
* Show a sense of energy, ownership and personal commitment to work.

**Let's tale a quick learning check...**

Not letting problems encountered be identified and not suggest solutions makes us 'responsible'.

True

False

SUBMIT

**TAKE AGAIN**

**Persistent**

In the face of complexity and rapid change, we are determined to help our customers and our people around the world succeed. The road to joint success may be long but we’re persistent where our competitors falter. Our optimism is infectious and helps customers trust in our abilities. Together we build momentum towards our shared goals.

**How do I implement the value of being Persistent ?**

Here is what you can do to become persistent:

* Maintain a positive outlook irrespective of the situation.
* Display resilience and the capacity to bounce back after facing difficulties.
* Display persistence and relentlessness in the face of challenges.
* Persist at a task despite interruptions, obstacles, or setbacks.

**Let's tale a quick learning check...**

Persisting at a task despite interruptions, obstacles, or setbacks helps us become Persistent.

True

False

SUBMIT

**TAKE AGAIN**

**Confident**

We meet every challenge with respect and confidence. We trust in our abilities and the difference we can make. We also understand the complexities of modern technology well enough to always keep learning. Every accomplishment and customer success adds to our ability and growth. They deserve to be talked about.

**How do I implement the value of being Confident ?**

Here is what you can do to become confident:

* Maintain a stable performance and cope with work pressure with confidence.
* Exhibit acceptable standards of professional conduct.
* Display tolerance to ambiguity and uncertainty.
* Break down complex requirements to smaller tasks level to enable accomplishment.

**Let's tale a quick learning check...**

Working on complex tasks as is enable accomplishment and help us become 'confident'.

True

False

SUBMIT

**TAKE AGAIN**

**Personality at Persistent**

Along with the values, personality is how we show up to others. This personality is anchored on three core ideas :

* Farsighted
* Curious
* Relentless

Let's see what Keith Landis, our Chief Marketing Officer, has to say about the Persistent Personalities....

Play Video

**Let's Summarize...**

In this lesson, we have learned about:

* 1

1

Organizational values that describe the core ethics or principles

* 2

2

Persistent Values - Ingenious, Responsible, Persistent, Confident

* 3

3

How to become - Ingenious, Responsible, Persistent, Confident

* 4

4

Three Persistent personality traits - Farsighted, Curious, Relentless

Hope you will be able to imbibe and live by Persistent values and personality.

The next course for you will focus on how to 'Prepare for Career Success'.

# Lesson 2 - Critical Thinking

*Lesson 2 of 4*

**We make hundreds of decisions every day and, whether we realize it or not, we're all critical thinkers.**

**Riddle**

Can you come up with an answer the question below?

*Click to flip*

The Last Person Picked Up The Basket With The Egg In It

*Click to flip*

*1 of 1*

**Objective**

By the end of the lesson, you will be able to:

* 1

1

Define Critical Thinking

* 2

2

Differentiate between Critical and Creative thinking

* 3

3

Understand Cognitive Biases to become better critical thinkers

Critical Thinking is separates fact from fiction, honesty from lies, and accuracy from inaccuracy. Critical thinking skills are involved in making decisions and solving problems. This is a skill we might be using every day of our lives already...

Critical Thinking is like playing a game of chess considering multiple combinations and possibilities before making a move.

**What is Critical Thinking**

It is the ability to analyze a question, situation, or problem down to its most basic parts, is what helps us evaluate the accuracy and truthfulness of statements, claims, and information we read and hear.

Critical thinking is the ability to think clearly and rationally, understanding the logical connection between ideas using the ability to reason.

Critical thinkers rigorously question ideas and assumptions rather than accepting them at face value.

**Defining Critical Thinking & Its Importance**

Play Video

**Critical Thinking vs Creative Thinking**

You can think of them as complementary skills which you use at different stages while trying to solve a problem or forming a judgment about something. Let's take a closer look at how the two skills complement each other.....

Play Video

**Cognitive Biases in Critical Thinking**

A cognitive bias is an error that arises in a person’s line of reasoning when decision-making is flawed by personal beliefs. These biases can hamper how critically one can think....

It is important to be aware of some common biases to become reasonable to improve your Critical Thinking....

**1. Overconfidence Bias**

+

**2. Self Serving Bias**

+

**3. Herd Mentality**

+

**4. Trusting Your Gut**

+

**5. Confirmation Bias**

+

**Here's an activity for you...**

Match the following

* Herd Mentality
* Confirmation Bias
* Critical thinking
* Overconfidence Bias
* The ability to think rationally and understanding the logical connection between ideas
* Someone’s false sense of their skill, talent, or self-belief
* When one blindly copies and follows what others are doing
* Seeking out information that confirms a pre-existing idea, ignoring contrary information

SUBMIT

**TAKE AGAIN**

**Let's take a quick learning check...**

Critical thinking requires you to use your ability to question.

True

False

SUBMIT

**TAKE AGAIN**

**Tips to Think Critically**

* bullet

Know exactly what you want - Knowing exactly what you want is the first step of critical thinking. It gives us a starting point to work with.

* bullet

Deal with your biases - Think of how your best friend might approach the problem, or how your partner or a sibling might. Now think of how your boss might approach it. By allowing yourself to consider different perspectives you might find yourself hitting upon solutions you hadn't previously considered.

* bullet

Consider the consequences of your options - Every option we choose has consequences for ourselves, or maybe others involved in the problem.  writing a list of pros and cons. By asking yourself to think of every possible positive outcome alongside every possible negative outcome, you can make a much more informed decison.

**Let's Summarize**

* 1

1

Critical thinking is the ability to think clearly and rationally, understanding the logical connection between ideas.

* 2

2

Critical thinks helps you separate facts from fiction, ask the right questions, and challenge assumptions.

* 3

3

Critical thinking and creative thinking are two very different yet complementary skills one needs to solve problems.

* 4

4

While creative thinking is about generating wide novel and useful ideas critical thinking is the ability to rationally and logically narrows down decisions.

* 5

5

One must be aware of one's own personal beliefs and cognitive biases than may have an impact on critical thinking.

With this, you can move to the next lesson on 'Problem Solving'

**[Lesson 3 -](https://ehec-fa-em2-oraclecloud-com.akamaized.net/akstorage/scorm/FA.HCM.PER.HcmEngmtVideoShare-3a863110-4c3a-4e9b-aa4c-a09bdf4ba4c2_private/3a863110-4c3a-4e9b-aa4c-a09bdf4ba4c2/scormcontent/index.html" \l "/lessons/I5BfJadWkqcSKBdULVCQ9yRsZsaVD1TG)**

**[Lesson 3 - Problem Solving](https://ehec-fa-em2-oraclecloud-com.akamaized.net/akstorage/scorm/FA.HCM.PER.HcmEngmtVideoShare-3a863110-4c3a-4e9b-aa4c-a09bdf4ba4c2_private/3a863110-4c3a-4e9b-aa4c-a09bdf4ba4c2/scormcontent/index.html" \l "/lessons/I5BfJadWkqcSKBdULVCQ9yRsZsaVD1TG)**

# Lesson 3 - Problem Solving

*Lesson 3 of 4*

Life is a series of problem-solving opportunities. The problems you face will either defeat you or develop you depending on how you respond to them.

As you begin your journey with Persistent, you will realize that problems are at the center of what you do every day. You could be solving a problem for a client (internal or external), or supporting those who are, or discovering new problems to solve - large or small, simple or complex, and easy or difficult.

Having strong problem-solving skills can make a huge difference in your career.

Though there is no right way to solve problems and different people tend to have different approaches to solving problems, this module will give a structure to problem-solve.

**Objective**

By the end of this lesson, you will be able to :

* 1

1

Define a problem

* 2

2

Learn the steps in Problem Solving

* 3

3

Use tools and techniques to solve problems

**What is the problem in this picture here?**

Make a note of the problem statement in your notepad.

**What is a problem?**

A problem is a perceived gap between the existing state and the desired state.

A problem could also be an unpleasant or undesirable condition that needs to be corrected or solved. With problems come opportunities for all of us to improve what we do and how we do it.

**What is Problem Solving?**

Bridging the gap between the existing state and the desired state is problem-solving.

This involves two completely different, possibly conflicting thought processes:

* 1

1

'Creativity Thinking' to generate useful and unique options to problem-solve.

* 2

2

'Critical Thinking' and logical reasoning, to choose the best possible solution.

**Lets watch a video to understand this better....**

Play Video

Good problem-solving skills empower you in both your professional and personal life. It can be used to develop practical and creative solutions and to display independence and proactiveness.

## THE PROBLEM-SOLVING PROCESS

Finding a suitable solution for problems can be accomplished by following the basic four-stage problem-solving process

START

**Step 1**

## Defining the Problem

The first step is defining or identifying the problem. This is the most challenging and important of all the steps. If this step fails, all the other steps go in vain.

An effective practice to identify the problem is to ask questions that begin with - what, why, when, where, who, how

1

2

3

4

**Step 2**

## Identifying the Cause

Analyze the situation, such that your focus is on the problem, not just its symptoms. Problem-solving techniques, like the Fishbone, help identify the root cause.

1

2

3

4

**Step 3**

## Finding Solutions

Finding a solution involves generating alternate options. Brainstorming is an excellent technique - bring in other people who might have different ideas, thoughts, or views. Share and discuss the options to weigh their pros and cons. Analyze the options using critical thinking.

1

2

3

4

**Step 4**

## Implementing the Solution

Once you have generated ideas and decided which one to go ahead with, the final step is to define what you need to do, how it needs to be done, and when. This makes you accountable for the implementation.

1

2

3

4

**Let's take a quick learning check...**

\_\_\_\_\_\_\_\_\_ is the process of working through details of a problem to reach a solution

Problem-solving

Brainstorming

Defining the Problem

SUBMIT

**TAKE AGAIN**

Drag the actions to the corresponding steps:

* Define the Problem
* Find a Solution
* Find the cause
* Ask questions that begin with - what, why, when, where, who, how
* Use the Fishbone technique
* Use the brain storming technique

SUBMIT

**TAKE AGAIN**

**Tips to Solve Problems Effectively**

* bullet

**Don’t just trust yourself -**we just think from our own perspective instead of zooming out. Look at the big picture before trying to tackle a specific problem.

* bullet

**Brainstorm to problem-solve** - a brainstorming session helps generate as many ideas as you can and in the process, come up with ways to solve a problem

* bullet

**How might we** - Start with questions such as “How might we…” The question should be open enough to inspire and foster creativity. However, it should also be focused and narrow enough to keep you focused on the problem at hand.

* bullet

**Discuss your ideas** - Uses phrases such as “I like…”, “I wish…”, “What if…” to discuss each idea you and your team members come up with.

**Summary**

In this lesson, you have learnt about:

* 1

1

Defining the problem which involves structuring the problem through the use of some 'Wh' questioning techniques.

* 2

2

Identifying the root cause by asking why and using the fishbone technique.

* 3

3

Looking for possible solutions often through techniques of divergent thinking by using the brain storming technique. Once possible solutions have been arrived at, one of them will be chosen through the decision making process.

* 4

4

The final stages of problem solving involve implementing your solution and knowing and taking accountability of who will be responsible to implement.

We hope you've enjoyed this lesson....

You can now move to the next course on 'Business Communication Essentials'

**Lesson 1 - Design Your Career**

*Lesson 1 of 4*

Tom, a woodcutter, worked for a timber company for five years but was never given a raise.

The timber company then hired Jack and within a year Jack was given a raise.

Tom resented that Jack was given a raise after only a year and went to his boss to complain about it. The boss said, “You are still cutting the same number of trees you were cutting five years ago. We are a results-oriented company and would be happy to give you a raise if your productivity goes up.”

So Tom went back and started working harder and putting in longer hours but he still was not able to cut more trees. He went back to his boss and told him of his difficulty. The boss asked Tom to talk to Jack. “Maybe there is something Jack knows that you and I don’t.”

Tom went to Jack and asked how he managed to cut so many trees.

**Jack answered:**

“After every tree I cut, I take a break for two minutes and sharpen my axe.”

Like Jack in this story, you are at the beginning of your career.

In the lessons before this one, you have learned about how to successfully transition into corporate life, how your performance can be optimal, and the values to uphold as a part of this family, we call Persistent Systems. Now it's time to identify:

* bullet

The type of axe you have - the skills you bring to the table

* bullet

Frequency to sharpen the axe - the knowledge you need to acquire and skills you need to hone to actively contribute and stay relevant

* bullet

Resources needed to sharpen the axe - Learning with Persistent University or through the many sources available to you

**Objectives**

* 1

1

Understand the importance of designing your career

* 2

2

Learn the 4-step process to design your career

* 3

3

Use SWOT for self-analysis

* 4

4

Create an action plan for success

**Importance of Designing Your Career**

We all have admired either Satya Nadella, Sundar Pichai, and the likes for the longest time. We have wished to achieve similar career success ourselves. The important question to ask is - can you achieve this success only by wishing for it?  Most of us will respond with - "Of course not!". And you are absolutely right!

If we intend to achieve success like the people we are inspired by or admire, creating a plan to succeed becomes imperative.

Knowing what to expect, transitioning smoothly into your corporate life, and developing the ‘growth mindset’ to succeed are all very important. However, this can prove helpful only when we define: (check the boxes you have answers to)

* Where do I see myself 2 years from now?
* And, where do I see myself 5 years from now?
* Where am I today versus where I am headed?
* What knowledge and skills do I possess today?
* What do I do to scale up?
* Do I have a plan in place to I achieve my short-term goals?
* Do I have a plan in place to I achieve my long-term goals?

Answering these questions is one step in the right direction, to help you create a plan, to achieve success in your career. An absence of it could result in haywire work structures, and eventually, drain you of your energy.

Worse, it might make you feel like you have not achieved what you set out for or you might not find value in what you do.

If you have the answers to all the above questions and a plan in place already - AWESOME!!

If you don't have an answer for even one of the questions from the above list, then it's about time you sit down with a pen and paper.

It is only when we know where we are and where we want to go, that we can chalk out an effective plan to get there.

By Failing to prepare, you are preparing to fail.

Benjamin Franklin

By Failing to prepare, you are preparing to fail.

Benjamin Franklin

**4-Step Process to Design Your Career**

This makes ‘designing your career’ an important activity, that needs to continue throughout your career – to account for a change in focus or priorities, to help you pat yourself on the back for the milestones achieved, and to identify your next steps.

This could take a bit of time, but it will be well worth the effort.

Here's the 4-step process to design our career:

1.Reflect

2.Explore

3.Create a Plan & Execute

4.Review & Realign

Let's see these steps in a little more detail...

**Step 1 - Reflect**

Play Video

**Let's take a quick learning check...**

Which of these sentences is untrue about ‘designing your career’?

It needs to be continual process – to account for change in focus and priorities.

It is a one-time activity, at the beginning of your career

It helps you take stock of what milestones have been achieved

It helps identify the next steps towards career success

SUBMIT

**TAKE AGAIN**

**Step 2 - Explore**

Play Video

As someone who is going to actively participate, contribute and add value in the next 10-year action plan – you will need agility – to keep up and get ahead. And, agility can be achieved only if we are ready to be flexible - with our mindset more than anything else.

Agility is about staying out of your comfort zone. Staying abreast with the latest know-how will be key to becoming agile.

Agility is also about being flexible with the many roles that you could be expected to fulfill.

**Let's take a quick learning check...**

Connecting with people whom you don't already know is unacceptable on professional networking site and apps?

False

True

SUBMIT

**TAKE AGAIN**

**Step 3 - Create a Plan & Execute**

By now, you would have filled out your SWOT and you've got your research in your place, which brings you to the step where you create an action.

Basis the SWOT analysis, you can either choose to use the **'Match'**strategy to match your:

**Strengths & Opportunities**

+

**Strength & Threats**

+

**Weaknesses & Threats**

+

**Weaknesses & Opportunities**

+

You can also implement the **'Convert'**strategy, which means you need to find ways to convert the **weaknesses into strengths** and the**threats into opportunities**.

**Execute**

The most important step after the plan is created, is to put it into action. If you are going to list everything down and create a plan without taking action, it will be no different from a laundry list.

An idea not coupled with action will never get any bigger than the brain cell it occupied.

Arnold Glasow

An idea not coupled with action will never get any bigger than the brain cell it occupied.

Arnold Glasow

**Step 4 - Review and Realign**

This is the last step of designing your career, which has to be repeated periodically with the first 3 steps.

During this step, here is what you need to identify:

* Am I able to keep up with the plan?
* What are the two things that I have done well?
* What are the two things I can do differently?
* Do I need any support from others around me?

**Make a note of the answers to these questions and review the plan, identify what actions you need to take in the future, and get to work!**

**Tips to Effectively Design Your Career**

* bullet

Be curious, open-minded, and adapt the growth mindset

* bullet

Be prepared to fail - not everything goes as planned, being resilient is important to become successful

* bullet

Spend time reflecting on how your work contributes to your goals and career

* bullet

Start somewhere - you will never know everything there is, you need to start somewhere and fine-tune as you go

**Let's Summarize...**

In this lesson, we have learnt about:

* 1

1

The importance of designing one's career

* 2

2

The 4-step career designing process, which includes: reflect, explore, plan & execute, and review & realign

* 3

3

SWOT to reflect and plan your future actions

* 4

4

The many resources available to explore the field of your work

* 5

5

The set of questions to ask yourself to review and realign to the course.

Good Luck with 'Designing Your Career'!

With this, you are ready to move to the next module on Time Management....

**Lesson 2 - Time Management**

*Lesson 2 of 4*

**we would manage to get through the day.**

Now that you are beginning your corporate life - you will now have a full-time job, your learning will also continue, you will still hang out with friends and family, and pursue extracurricular activities, participate in organizational events, maybe with a different group.

In your professional lives, defining the time you want to spend on each activity is critical to determining your productivity, creating a positive and professional impression of yourself, and become successful in your career.

**Objectives**

At the end of this lesson, you will be able to:

* 1

1

Identify the importance of time management in professional life

* 2

2

List down myths about time management

* 3

3

Define factors that hamper time management

* 4

4

Learn & apply the time management process

**Importance of Time Management**

Let's begin by identifying what makes time management important to our success -

**Accomplish More**

–

Knowing how to manage time means you’ll be able to accomplish more through the day with better planning

**On-time Delivery**

–

Defining the amount of time you want to spend on each task will determine how much time will be needed. This helps completion of the task on time, resulting in timely delivery.

**Good Quality Work**

–

When you plan and prioritize work, it helps you hand in good quality work. Prioritization helps you focus on tasks that add the most value.

**Reduced Levels of Stress**

–

Being able to manage time helps you stay away from the space where you start feeling overwhelmed with the tasks that need to be accomplished.

**More Opportunities & Career Growth**

–

When managers and high-ups know you for your timely and quality work, it could lead the way for more tasks and roles that are more challenging and lucrative.

**Myths about Time Management**

Play Video

Drag each item to the appropriate section...

**0/6 Cards Correct**

REPLAY

**Working long hours means you're hardworking**

**We should multitask to do more**

**We should focus on 1 thing at a time**

**We can only manage ourselves, time is constant for everyone**

**Productivity is more important than the hours you put in**

**Time can be managed**

**Time Management Myth**

**Time Management Reality**

**Let's take a quick learning check....**

Time management is important to working professionals because it

* Aids timely completion of tasks
* Implies quality is not important, completing the task is
* Helps create a professional image
* Has nothing to do with increased or reduced stress levels

SUBMIT

**TAKE AGAIN**

**Time Management Process**

Play Video

**Let's take a quick learning check...**

**Match the actions below to the corresponding Time Management Step**

* Track
* Schedule
* Assess
* Keep
* Record all your activities for at least a week
* Identify the importance and urgency of the activities
* Create to-do lists or use Outlook calendar
* Stick to your schedule, monitor your progress and tweak where necessary

SUBMIT

**TAKE AGAIN**

**Tips to Management Time Better**

*Click to flip*

Eating the frog means doing the most challenging tasks first. Otherwise, you'll end up procrastinating.

*Click to flip*

Time Management is not Rocket Science. It is a simple technique that requires commitment

Instead of putting things off to later, do it today, do it now!

**Let's Summarize...**

In this lesson, you have learned about:

* bullet

The importance of time management for professionals

* bullet

Myths & reality of time management

* bullet

Used TASK - Track, Analyze, Schedule, Keep - to improve how we manage time

You are all set to start the process of Time Management.

**Remember:** it's a process, not an outcome.... it will need practice.... and with practice, one gets better.

Good Luck with managing your 24hours more effectively.

You can now move ahead to learn about business etiquette at the workplace.

**Lesson 3 - Business Etiquette**

*Lesson 3 of 4*

**Business etiquette is a set of manners that is accepted and expected at the workplace.**

**For example - knowing when to speak, what to speak, how to speak, and speaking appropriately- can differentiate one as professional or otherwise.**

**Understanding Professionalism**

Professional behavior is a form of etiquette that is linked to respectful and courteous conduct in different situations at the workplace. To handle the many situations you are about to encounter, you need **KASH**. Let's see what it means:

* bullet

**Knowledge**- you have gained over the years through school and college

* bullet

**Attitude**- you display towards the many things you deal with

* bullet

**Skills**- how you implement what you know to produce real-time results

* bullet

**Habits**- are repetition of behaviors that help us be consistent

**Knowledge** is something you possess and that's why you are here today.

You would have learned about **attitude** and mindset in the previous lessons.

Your **skills** are being honed through technical training sessions and the projects you might already be working on as part of this training program.

You will now learn the behaviors you need to get in the **habit** of displaying.

This will help you create a professional image and achieve success in the workplace.

**Objectives:**

At the end of this lesson, you will be able to:

* 1

1

Learn & apply appropriate virtual meeting etiquette

* 2

2

Dress & groom to create a professional image

* 3

3

Display appropriate business etiquette in common areas

**Virtual Meeting Etiquette**

Play Video

**Brand Compliance**

Click on the link to find brand compliant virtual backgrounds as well as document and presentation templates.

[**BRAND DOCUMENTS**](https://persistentsystems.sharepoint.com/sites/pi/SitePages/Branding.aspx#brandTab)

**Let's take a quick learning check...**

Which of these should be checked before a virtual meeting?

* Purpose of the Meeting
* Internet Connectivity & Speed
* Mute Button
* Mentioning your name in the chat
* Sound System & Camera

SUBMIT

**TAKE AGAIN**

**Business Grooming for Women & Men**

**Common Area Etiquette**

Play Video

**Let's take a quick learning check...**

When you are listening to music using headphones or earphone, the volume of the music does not really matter.

True

False

SUBMIT

**TAKE AGAIN**

**Tips to display good etiquette**

* bullet

Always introduce people to others, unless you know that they’re acquainted.

* bullet

Say please and thank you, even in a casual professional atmosphere.

* bullet

Don’t interrupt anyone, wait for your turn to speak up.

* bullet

Watch your language and be careful to choose your words wisely.

* bullet

Don’t gossip, it is damaging to the subject and reflects poorly on you.

* bullet

Politics and religion are off-limits for office conversations.

* bullet

Make eye contact and make an effort to truly listen to what others are saying

**Let's Summarize...**

In this lesson, you have learned about:

* 1

1

KASH (knowledge, attitude, skills, habits) model of professionalism

* 2

2

Do's and don'ts of participating in virtual meetings

* 3

3

Dress appropriately for virtuals meetings and for a day in the office

* 4

4

Appropriate behavior to display in common areas - cafe, elevator, cubicle, meeting room, etc

With this, you are now well equipped to design your career, manage time better, display work-appropriate behavior, and create a professional image of yourself.

**Lesson 1 - Result Orientation**

*Lesson 1 of 4*

In one of the previous lessons, we learned about ‘Performance’. To recap, performance is a combination of your abilities – skills, knowledge  - motivation – your drive to perform, and the environment – infrastructure, opportunities for development, etc. “Performing” well at work would mean that one constantly directs abilities and motivation towards accomplishing work goals and achieving results.

**Objectives**

By the end of this lesson, you will be able to

* 1

1

Identify the need for a goal oriented approach to accomplishing results

* 2

2

Understand how to receive and implement feedback to accomplish results

* 3

3

Learn how to become more responsible towards results

**What is Result Orientation?**

Results are the outcomes of your tasks. These outcomes are achieved through your individual efforts as well as through the team’s efforts. 'Results orientation' is a term used to describe a person's ability to recognize what outcomes are important – and what steps need to be taken to achieve them.

Being result-oriented sounds simple enough, right?

However, in reality, it may be difficult to maintain high levels of focus and have our eyes constantly on the goal. Being results-oriented would require us to be meticulous in our approach to work and imbibe certain behaviors and be consistent with applying both of these.

**Let's watch a video to know what being results-oriented involves.**

Play Video

**Three aspects to Becoming Result Oriented**

We now know what being results-driven means. But how do I get there, you ask?

There are three aspects to focus on, to help you in your journey.

* 1

1.Setting Goals

2.Receiving & Implementing  Feedback

3.Taking Personal Responsibility

Let's learn more about these.....

**1. Setting Goals**

Being result oriented begins with defining what results that need to be accomplished. This means that one needs to set very clear goals for what one wishes to accomplish. Setting goals will give you a direction to channelize your efforts. It will also help you to stay on track by regularly evaluating your progress.

A good approach to goal setting is to have goals at two levels:

[**QUARTERLY GOALSTASK GOALS**](https://ehec-fa-em2-oraclecloud-com.akamaized.net/akstorage/scorm/FA.HCM.PER.HcmEngmtVideoShare-bc2f7657-409d-4263-8767-944ac5775459_private/bc2f7657-409d-4263-8767-944ac5775459/scormcontent/index.html)

Setting your quarterly goals is an important activity that needs to be done jointly by your manager and you at the beginning of every quarter.

You're expected to key in the goals discussed in the PHMS (Performance and Health Management System) on Fusion. At the end of the quarter, your performance is evaluated against these goals.

These goals are designed keeping in mind the nature and different aspects of your work, and the technology-specific learning requirements for your project. They span over a whole quarter and are slightly long-term.

For example:

1. If you're a JAVA developer, you may have to learn Java Performance Tuning

2. If you're a Quality Engineer, you may have to learn Test Automation

Having your goals set at the beginning of the quarter gives you a sense of purpose, a direction in which to proceed, and a benchmark to motivate yourself to do your best.

But how does one really go about setting goals?

Watch the video below to find out!

Play Video

SMART goals also help align your focus and promote a sense of self-mastery.

After all, you can’t manage what you don’t measure and you can’t improve something that you don’t properly manage, in this case, your results.

**Benefits of Setting Goal**

Now that you're aware of the importance of setting goals. Making this a regular workplace practice will help you to:

* bullet

Stay focused on important work activities

* bullet

Become motivated by setting progressively challenging goals

* bullet

Execute tasks with high focus

* bullet

Evaluate performance against set parameters and identify improvement areas

* bullet

Contribute positively the organization's overall performance

**Let's take a quick learning check!**

The 'M' in SMART goals stands for

Motivating

Measurable

Meticulous

Mindful

SUBMIT

**TAKE AGAIN**

**2. Receiving and Implementing Feedback**

A results-oriented person is always focused on doing his or her work well, producing quality results consistently.

Yet there may be situations when one might make mistakes or might not perform as expected.

Now, what specific situations are we referring to? Flip each card to know more.

*Click to flip*

You may have made a mistake while writing a code

*Click to flip*

You may not have handled a client call well

You may have been missing deadlines consistently

You may not be formatting your reports properly

You may have been late to meetings often

Is making mistakes, or failing, or not being good at something a bad thing?

No, definitely not. They say, 'To err is human', which means as humans we are bound to make mistakes. And there's always room for improvement. In fact, weaknesses, mistakes, or failures are stepping stones to success.

To overcome these and improve, we must learn to receive feedback and implement it.

**What is Feedback?**

Workplace feedback is a set of constructive suggestions given by managers, as well as peers, aimed at improving performance, reinforcing good behavior, and improving morale and dedication to doing your job.

**When is Feedback given?**

Anytime!

It could be in the form of a simple workday conversation where your manager might:

* Help you understand the errors in your code and ways to rectify those
* Give you some tips on formatting your reports better

Or it could be a planned and structured discussion at the time of evaluating your quarterly performance against the goals where your manager might:

* Recommend a training to help you improve your client communication
* Point out inappropriate or unprofessional behaviors and help with improvement suggestions
* Appreciate you for work done well. Feedback isn't always negative.

Receiving constructive feedback might not be comfortable for some of us at the beginning, but we can develop the right attitude for it through some simple steps.

This next video talks about how to receive feedback in the right spirit in order to implement it.

Play Video

The feedback process doesn't end with just receiving it. It's important work on it and revisit it regularly to evaluate how far you've come.

Make it a regular practice to have conversations with your managers and coworkers, to seek feedback. This will certainly help you accelerate your performance and put you on the fast track to professional and personal growth.

As Ken Blanchard puts it, ***"Feedback is the breakfast of champions."***

**Let's take  a quick learning check**

Which of the actions below are appropriate and which ones are inappropriate while receiving feedback? Drag each action into the correct box.

**0/6 Cards Correct**

REPLAY

**Taking notes to refer later**

**Ignoring the speaker**

**Asking for suggestions to improve**

**Making excuses for a mistake you made**

**Listening carefully**

**Tapping your foot in impatience**

**Appropriate**

**Inappropriate**

**3. Taking Personal Responsibility**

An important step towards becoming result-oriented is to become more responsible at the workplace. Personal responsibility is the level of commitment one is willing to make in setting and achieving clear work goals. In other words, being responsible means taking responsibility for one’s actions, words, and performance at work. Personal responsibility is a crucial skill for any successful employee.

Responsible employees

* Complete all of their tasks to the best of their ability
* Understand that they are in full control of their actions and behaviors
* Take credit for successes but also take responsibility for their failures, they demonstrate accountability
* Go the extra mile to achieve not just their own, but also the team's goals

Doing your job and how you do your job are two different things, and personal responsibility is the differentiator.

As a worker, fulfilling your job duties is one thing, but investing yourself in your work and holding yourself accountable to deliver your best results transforms the work you do and how your performance is perceived.

**How can I be more responsible at the workplace?**

While you work to hone your skills and establish your worth as an employee, you can display a sense of responsibility at work through consistency in your daily actions and behavior.

**Consider the following tips to show work responsibility on the job:**

**Be Punctual**

+

**Have a positive attitude**

+

**Be Honest**

+

**Be Proactive**

+

**Be Accountable**

+

**Above the Line & Below the Line Behaviors**

Personal responsibility requires us to make a choice about the kind of behaviors we wish to employ and demonstrate. Let’s get acquainted with the kind of behaviors that help us become more accountable and responsible at the workplace.

Watch the video below!

Play Video

**Additional Reading**  
If you're interested in learning more, here's an insightful write up on Responsibility at the Workplace.

[**CLICK TO READ**](https://ehec-fa-em2-oraclecloud-com.akamaized.net/akstorage/scorm/FA.HCM.PER.HcmEngmtVideoShare-bc2f7657-409d-4263-8767-944ac5775459_private/bc2f7657-409d-4263-8767-944ac5775459/scormcontent/index.html)

We now know that being responsible and accountable at the workplace is about making conscious choices about whether to adopt above-the-line behaviors or below-the-line behaviors.

**Let's take  a quick learning check!**

Refusing to own up to a mistake you made is an example of a  \_\_\_\_\_\_\_.

Above the Line behavior

Below the Line behavior

SUBMIT

**TAKE AGAIN**

In conclusion, with the aid of these three elements, we can improve our ability to deliver results faster, in a better fashion by adopting a systematic approach and the right behaviors.

**Let's Summarize...**

* 1

1

‘Results orientation’ is a person's ability to constantly focus on the required outcomes and the actions to be taken to accomplish those outcomes.

* 2

2

The three key aspects to becoming more results oriented are setting goals, receiving and implementing feedback and taking personal responsibility.

* 3

3

To proceed in the right direction and to be able to measure performance on the results achieved, one needs to set SMART goals.

* 4

4

Getting better at accomplishing results requires one to develop the ability to receive feedback gracefully and to implement it.

* 5

5

Being results driven is about taking personal responsibility for the outcomes and maintaining focus on achieving the required results with quality.

Hope you enjoyed this lesson! You can now move on to the next lesson.

**Lesson 2 - Working with People**

*Lesson 2 of 4*

Teamwork is the secret that makes common people achieve uncommon results.

We have already learned how focusing on our individual and team goals drives results. In this lesson, we will focus on how teamwork contributes to achieving results faster.

Working in a corporate environment requires a set of skills that meets the demands of the job - one of them is the ability to work effectively with people.

In your role, you will need to interact with your team lead, team members, project managers, and the client. Working effectively with people creates learning and growth opportunities and can improve your overall work experience.

**Objectives:**

By the end of this lesson, you will be able to:

* 1

1

Define good relationships at work

* 2

2

Understand the importance of teams and team work

* 3

3

Learn how to be a good team player

**Why is Working With People so Important?**

An average person spends one-third of his/her life at work, good relationships with colleagues will make the workplace environment more enjoyable.

The more comfortable you are with your co-workers, the more confident you will feel voicing opinions, brainstorming, and going along with new ideas. This level of teamwork is essential to embrace change, create, innovate, stand out, and progress.

Good work relationships also give you freedom. Instead of spending time and energy dealing with negative relationships, you can, instead, focus on productive activities like personal development.

**Here's a video on how you can define good relationships at the workplace...**

Play Video

Valuing one one another's input, and finding solutions based on collective insight; wisdom and creativity comprises working with \_\_\_\_\_\_\_\_\_\_\_

Trust

Mutual Respect

Inclusion

SUBMIT

**TAKE AGAIN**

Ways to build great relationship include:

* Scheduling Time
* Avoiding Boundaries
* Appreciating others
* Gossiping

SUBMIT

**TAKE AGAIN**

**Defining a 'Team'**

The simplest way to define a team would be *"The capacity of a group of people to work together to accomplish common goals "*

**Why is Team Work important?**

It’s one thing to join a team, but quite another to perform as a team member.

Let's watch the next video to understand the importance of Team Work.

Play Video

**Who is an Ideal Team Player?**

In his book 'The Ideal Team Player', Patrick Lencioni reveals the 3 indispensable virtues that make some people better team players than others.

Watch this next video to find out what 3 virtues are...

Play Video

*Click to flip*

Highlight others' contributions, be slow to seek attention, share credit, emphasize team over self and define success collectively rather than individually.

*Click to flip*

Always look for more things to do, to learn, responsibility to take on. Be motivated and diligent, and think about the next step.

Know what is happening in a group situation, use your intuition - understand the impact of your words and actions, and deal with others in the most effective way.

**How do ideal team players function....**

Here are some attributes of being an effective team player and that of being an ineffective individual in the team. Drag and drop each statement to the correct section....

**0/6 Cards Correct**

REPLAY

**There are hidden agendas to be achieved**

**The idea is for their voice to be heard over others' voice**

**There's openness about what each member wants to achieve**

**Everyone has their own approach towards things, that may not be explicit**

**Every Individual knows the purpose of working together**

**Respect for others' views**

**Effective Team Player**

**Ineffective individual in the Team**

**Tips to be a Good Team Member**

Here are a few tips that can help create an environment that helps you give your best as a team member:

* bullet

**Communicate Every Day**- team members need to communicate openly and frequently. This allows each team member to share ideas, brainstorm together, ask for feedback, and become comfortable with being contradicted. Make opportunities to connect with your team members frequently.

* bullet

**Understand the Established Team Rules**- most teams we join have a set way of working together. Be open to learning about these rules and applying them to your interactions with the rest of the group. Example - following process while getting work reviewed from other team members.

* bullet

**Ask for Clarity** - reach out to your leads or managers and find the purpose of your project or final goal. This helps you better understand why you’re doing what you're doing. This also helps identify the value you have added to the project.

* bullet

**Take a Break Together** - be sure to connect with your fellow team members in a less formal setting. Sometimes this conversation will be initiated by them, you can initiate it the other times. This promotes open communication and enhances the bond between you and your colleagues.

* bullet

**Focus on Strengths**- each team member brings to the table to different skillsets and strengths. While working with a group, we should focus on the strengths that the other team members bring to the melting pot. This will help us achieve our goal and it will help us learn from each other.

**Let's Summarize...**

In this lesson, you have learnt about:

* 1

1

Importance of good interpersonal relationships

* 2

2

Defining the importance of team work

* 3

3

Characteristics of an ideal team player

* 4

4

The difference between an effective team member versus an ineffective individual in the team

With this, you can now move ahead to learn about Resilience and its importance at the workplace...

# Lesson 3 - Resilience

*Lesson 3 of 4*

on an individual’s capacity to cope and even thrive when faced with stress. Success relies on your 'Resilience'.

**Objectives**

By the end of this lesson, you will be able to:

* 1

1

Understand what resilience is

* 2

2

Learn about the importance of Resilience at the workplace

* 3

3

Get acquainted with various ways to become more resilient

**What is Resilience?**

Take a look at the pictures of some famous people below. Do you recognize them? Do they have anything in common?

*Click to flip*

**Sudha Chandran**

Sudha Chandran, the famous Bharatnatyam dancer lost her leg in an accident in 1981 and had to be fitted with an artificial leg. She was determined to get back to dancing and went through rigorous physiotherapy for years.

*Click to flip*

**Walt Disney**

Walt Disney, the creator of Mickey Mouse,  failed to sell a single cartoon and his company went bankrupt. He worked as cartoonist in a newspaper and the newspaper editor fired him claiming he was lazy and a person without any creativity or imagination. That didn't stop him from going on to create history in the world of cartoons!

**Oprah Winfrey**

Oprah had a traumatic childhood. At a very start of her career, she had to face discrimination and criticism as being unfit for the role of a talk show host. She didn't let all of that get to her and fought on to become the only black woman to make it to the Forbes list of 400 richest people in America.

**Yuvraj Singh**

Right in the afterglow of the 2011 World Cup Victory, Indian Cricketer Yuvraj Singh was diagnosed with a cancerous tumor in his left lung.  He stayed strong through the multiple intensive chemotherapy sessions and made a comeback in 2012.

**Nelson Mandela**

Nelson Mandela became South Africa’s first black president in 1994 after having spent  a tough 27 years in prison for fighting discrimination.

Each one of them has faced setbacks in their lives and careers. And each one of them came back stronger.

I’m sure we have also faced setbacks in our lives. Have you ever failed an exam? Lost a match? Been in an accident? Experienced the loss of a loved one?

When we experience undesirable or upsetting events in our lives, we usually react with a range of negative emotions like anger, grief, disappointment, frustration, irritation etc. Which is, of course, a natural reaction to having our hopes dashed or our goals thwarted. However, such experiences are not only an inevitable part of life but virtually required for growth, development, and the ability to not only survive in adversity but to thrive.

***Resilience is our ability to bounce back from challenging or difficult situations, or changes in life as we know it.***

***Watch the video below to know more about Resilience!***

Play Video

We just learned that resilience is a valuable skill for all areas of our lives. Resilience is key while dealing with ups and downs, changes, and challenges.

**What events could trigger negative emotions at the workplace?**

Let's identify some common workplace events that could result in you experiencing negative emotions:

* bullet

Receiving critical feedback about our work - anger, irritation

* bullet

Not getting the desired work opportunity - disappointment, sadness

* bullet

Failing at a task or a presentation or a meeting - disappointment, regret

* bullet

Having an uncomfortable conversation with a colleague, client, or manager- worry

* bullet

Taking on a new task - a project, a presentation, etc. - nervousness, apprehension

Although these emotions seem negative, it's important to acknowledge them.

To be resilient is to be able to navigate these bumps in the road by having the courage to face challenges.

**How does being Resilient help?**

Resilience isn't just about facing adversities or setbacks, it comes to our rescue even in everyday work and life situations.

* bullet

It **enables a positive approach** to work and outlook on life, keeping you motivated to handle pressure and tight deadlines.

* bullet

It helps you to have a **problem-solving and a logic-oriented mindset,** making day-to-day tasks often feel more approachable.

* bullet

It helps **adopt a proactive approach** to things, taking initiative by asking for challenging tasks, seeking out feedback to improve, etc.

* bullet

It **facilitates a transformation** in your thought process, helping you view failures and mistakes as opportunities to grow

* bullet

It makes **adapting to any change comfortable** - a change of project, team, location, etc. which may otherwise be stressful.

* bullet

It helps you **succeed professionally** as you come back stronger and more motivated.

**Let's take a quick learning check!**

Resilience is

* Giving up on something that seems too difficult
* Making a quick recovery from setbacks
* Staying away from tasks you might not be good at
* Deal with challenging situations with courage

SUBMIT

**TAKE AGAIN**

**Building Resilience**

The exciting thing about resilience is that it is a skill. Like any skill, with practice, resilience can be learned. Let us start by understanding what drives resilience.

**Characteristics that drive Resilience - *The 3Cs***

There isn’t necessarily any agreed upon “list” of core components for resilience but to help us understand it better, let's break it down into three dimensions.

[**CHALLENGECOMMITMENTCONTROL**](https://ehec-fa-em2-oraclecloud-com.akamaized.net/akstorage/scorm/FA.HCM.PER.HcmEngmtVideoShare-bc2f7657-409d-4263-8767-944ac5775459_private/bc2f7657-409d-4263-8767-944ac5775459/scormcontent/index.html)

Resilient people view difficulty as a challenge, not as a paralyzing event. They see failures and mistakes as lessons to be learned from - opportunities for growth.

Let's say you're learning a new technology that is quite complex and difficult. While doing the assignments, you make mistakes and aren't comfortable with the application yet. At this point, you may feel frustrated, or disappointed in yourself. It could be tempting to give up. Why not look at this as a challenge rather than an obstacle, get more practice on the technology and witness the difference it makes to your skill level?

This is how resilient people transform obstacles and failures into learning opportunities.

**Let's take a quick learning check!**

Which of these 3Cs drive resilience?

Confusion

Chaos

Carelessness

None of these

SUBMIT

**TAKE AGAIN**

**Tips for building Resilience**

Here are a a few things you could start doing on a daily basis to become more resilient.

* bullet

**Cherish social support** and interaction. Good relationships with peers and managers and are vital. Communicate often and openly.

* bullet

**Treat problems as a learning process**. Develop the habit of using challenges as opportunities to acquire or master skills and build achievement.

* bullet

**Avoid making a drama out of a crisis**. Stress and change are part of life. How we interpret and respond to events has a big impact on how stressful we find them.

* bullet

**Celebrate your successes.** Take time at the end of each day to review what went well and congratulate yourself. This trains the mind to look for success rather than dwelling on negativity and ‘failure’.

* bullet

**Develop realistic goals** and do something each day to move towards them. Again, small is beautiful; one small step amid the chaos of a busy day will help.

* bullet

**Nurture a positive view of yourself.** Developing confidence in your ability to solve problems and trusting your instincts helps to build resilience.

* bullet

**Practice optimism.** Make positive thinking work for your benefit, rather than letting it fill you with doubt or making you focus only on the negative.

Let's consolidate our learning through this video!

Play Video

**Let's take a quick learning check!**

Resilient people

Are comfortable with change

Focus on solutions rather than problem

Look at failures as growth opportunities

All of these

SUBMIT

**TAKE AGAIN**

Developing resilience might seem like a daunting task, you can learn how to boost your ability to cope and thrive when the going gets tough. You now know how!

**Let's summarize...**

* 1

1

Resilience is our ability to recover from challenging situations or setbacks in life and regain balance.

* 2

2

Being resilient at the workplace helps us deal with difficulties, failures, and disappointments, and come back stronger.

* 3

3

Resilience is a skill and can be developed with conscious consistent efforts and practice.

* 4

4

The 3Cs that drive resilience are Challenge, Commitment and Control.

* 5

5

Building resilience takes following simple steps and actions in our daily lives.

Hope you enjoyed this lesson. You have completed the 'Drive for Results' course and you can now move on to the next course on 'Customer Focus Culture'

# Lesson 1 - Customer Service Attitude

*Lesson 1 of 4*

A giant in the mobile phone industry decided to slow down their older devices without telling their customers.

Although they may have had an justifiable reason for this action, their failure to notify customers led to outrage.

The brand claimed the action was taken to preserve the battery life in the older phones.

While this might have been true, it was the lack of transparency that angered customers. The brand ended up apologizing to customers and offering discounted battery replacements.

Had this mobile phone brand let customers know upfront that their devices would eventually slow down, and why; it would have been less of a scandal. Instead, since customers discovered it on their own, it left them feeling suspicious about what else the company isn’t telling them.

**Lesson Learnt....**

Customer service is pivotal to the success of any brand. To achieve the organization goals we have as part of Persistent, each of us needs to focus on providing outstanding customer experiences, during every interaction.

Bad customer service will cost you more than just the customer directly involved.

**Objectives**

At the end of this lesson, you will be able to:

* 1

1

Identify the importance of customer service in the IT industry

* 2

2

Learn about customer's expectations during interactions

* 3

3

Differentiate between a **'moment of magic'** and a **'moment of misery'**

**Importance of Customer Service in the IT Industry**

Play Video

Customer Service in IT

**Let's take a quick learning check....**

Customer service refers to the phone support provided after a product or service has been sold to a customer/ client

True

False

SUBMIT

**TAKE AGAIN**

**Customer's Expectations During Interactions**

**Knowledge**

–

Refers to the knowledge and skills you bring to the table to accomplish the relevant tasks. Being knowledgeable also means you have the skill to explain something when there is a need.

**Remember you are the expert in your area of work.**

**Patience**

–

Displaying patience while understanding the clients’ requirements – these requirements could be shared explicitly or be something unsaid.

**Your patience, along with your knowledge, will help you link what the customer is saying.**

**Ownership**

–

This refers to owning tasks assigned to you and making sure they're accomplished at all costs. To make something work as expected could involve doing things that are not called out as your tasks., hence requiring more commitment and efforts

**This might need you to go the extra mile and finding information that helps the cause**

**Pro-activeness**

–

This is  the skill of being able to identify what the client could ask for or need and taking action to provide it before they mention it.

**Automating steps that can be automated before the client asks for it or making suggestions to enhance the product** are examples of being proactive.

**Courtesy**

–

Courtesy refers to all the words and actions used to show customers recognition and respect. The tone of voice, word choice, helpfulness, enthusiasm, respect—they're all part of it.

Being courteous is easy when you're talking to a friendly customer. It is challenging when the customer is annoyed, angry, or aggressive.

**Courtesy is needed the most while working with customers who might be unhappy.**

**Moment of Truth**

Play Video

Drag the action to the appropriate category

**0/8 Cards Correct**

REPLAY

**Not paying attention to the timelines, resulting in delays**

**Inattention to how you communicate**

**Paying attention to communicate effectively**

**Greeting the client at the beginning of conversations**

**Ensuring timely or before time completion of tasks**

**Proactively offering an additional feature that enhances the product**

**Doing only what is told to you**

**Keeping quiet till someone else initiates the conversation**

**Moment of Magic**

**Moment of Misery**

Putting in efforts to understand and exceed a client’s expectations shows your customer service attitude and creates positive experiences.

Your aim at all times should be to create as many 'Moments of Magic' as possible and avoid any 'Moments of Misery'.

**Let's take a quick learning check....**

Which of these is considered a moment of truth in the IT industry?

* Communication during conference calls
* One on one conversations
* Email communication
* None of these

SUBMIT

**TAKE AGAIN**

**Tips to Enhance Customer Experience**

* bullet

Greet clients with a smile and always be courteous and respectful.

* bullet

Respond to questions and emails promptly.

* bullet

Build rapport by getting to know the client better - ask questions about their business, their country, city, town.

* bullet

Ask for feedback at regular intervals and implement it.

* bullet

Honor your commitments.

**Let's Summarize...**

In this lesson, you have learned about:

* 1

1

The need for customer service in the IT industry

* 2

2

Elements to display customer service attitude

* 3

3

The customer's expectations during an interaction with you

* 4

4

What 'moment of truth' means

* 5

5

Importance of creating more 'moments of magic' for the client

With this, you are ready to move to the next lesson on how to handle difficult conversations with clients....

**Lesson 2 - Difficult Conversations with Clients**

*Lesson 2 of 4*

This image speaks a million words and is a reality for every business.

No matter how hard one tries, sometimes, some of the things do get missed.

And voila!

You have the opportunity to experience this image first-hand.

To err is human, to be upset, angry, demanding is the client's right....

Hence, this lesson will focus on equipping you to handle difficult conversations with clients.

**Objective**

At the end of this lesson, you will be able to:

* 1

1

Learn the importance of empathy in customer service

* 2

2

Handle customer complaints

* 3

3

Share unpleasant news with clients

**Empathy in Customer Service**

Even before you get to listen to a client’s request or issue, you need to be prepared to empathize with them.

**Empathy**refers to your ability to see things from the other person’s point of view, in this case, the clients' point of view.

**Example 1**: When a client says - "I need this done right now!" The client might be anticipating a bigger business impact if there is a delay.

**Example 2**: When a client says - "What do you recommend we do from here?" From the client's point of view, you are an expert in your domain and you might know better about what should or should not be done.

**Some Sentences that Convey Empathy:**

* bullet

I understand how important this is for you

* bullet

I hear what you are saying

* bullet

I see where you are coming from

* bullet

I can imagine how upsetting this might be for you

* bullet

I would feel the same way, if I were you

Empathy is important to any business today for a simple reason:

When you empathize, the customers feel heard and valued, which enhances customer loyalty.

**Let's take a quick learning check...**

In a situation where the client is pressing you to complete a task sooner, which of these sentences is appropriate to empathize with the client?

(Choose 2)

* The task will take as long as it takes
* There is not much I can do to change the timelines now
* I can imagine how critical this is to you
* I understand this is important to you

SUBMIT

**TAKE AGAIN**

**Handling Customer Complaints**

Here's a video that explains how you can handle a customer complaint or escalation...

Play Video

Whenever a client is upset, use the **pressure cooker** method. Let them vent before you jump in to apologize, empathize or fix the issue at hand.

**Let's take a quick learning check...**

When you are unsure of how long it could take to resolve an issue, it is important for you to offer to share timely updates with the client.

True

False

SUBMIT

**TAKE AGAIN**

**Sharing Unpleasant News**

There are times when you might make mistakes inadvertently. In such a situation, one must communicate the relevant information with relevant stakeholders.

Here's how you can handle situations when you have to share unpleasant news....

Play Video

**While sharing unpleasant news you should:**

**0/6 Cards Correct**

REPLAY

**Be inflexible with putting in extra efforts**

**Go unprepared for the conversation**

**Connect with your manager/ client immediately**

**Plan your communication**

**Be ready to put in extra time and efforts**

**Hide or cover-up the error**

**Do This**

**Don't Do This**

**Tips to Handle Difficult Conversations**

* bullet

Choose words that lessen the impact of the news. For example - I'm sorry, I assure you that.., I'm working on it on priority etc.

* bullet

Focus on finding the upside in every situation.

* bullet

Come up with an action plan to fix the situation beforehand.

* bullet

Be prepared to listen and empathize.

* bullet

Pay attention to your own emotions and keep them in check - stay calm.

* bullet

Don't take the words in difficult conversations personally, the harsh words are aimed at the situation, not you.

**Let's Summarize...**

In this lesson, you have learnt about:

* 1

1

Importance of empathy while handling difficult conversations.

* 2

2

Sentences that convey empathy.

* 3

3

Steps to handle conversations where the client has a complaint.

* 4

4

Steps to share unpleasant news with the client.

With this, you are can move to the next lesson on Cultural Influence on Communication...

**Lesson 3 - Cultural Influence on Communication**

*Lesson 3 of 4*

Have you ever been invited to an event you didn't want to attend or received a request that you didn't want to fulfill?

If yes, have you caught yourself saying -**"let me get back to you" or  "let me see" or  "I'll try" or "I'll call you back."**

Another important question to ask here is -**did you**? Did you get back or see what can be done or call the other person back?

Usually, the answer is **'no'**. What's more interesting is when you use one of the above responses, you want to say 'no' and that's exactly what the other person understands too.

This is the impact of culture on how we communicate.

**Objectives**

At the end of this lesson, you will be able to:

* 1

1

Define culture

* 2

2

Identify how culture influences communication

* 3

3

Workaround the cultural differences

**What is Culture?**

Play Video

**Let's take a quick learning check...**

Individualism is an Asian trait, which might mean a young person is okay to move away from family to pursue a career.

True

False

SUBMIT

**TAKE AGAIN**

As a collectivist society, North Americans prefer staying connected with family and consulting them before making major decisions.

True

False

SUBMIT

**TAKE AGAIN**

**Impact of Culture on Communication**

According to anthropologist Edward T. Hall, culture also impacts how people communicate with each other.

Depending on the culture you're from, you could choose to be direct or indirect with your messages. The example we started with -the request/invite was declined indirectly and was understood the same way. In this type of culture, declining a request directly might be seen as disrespectful or rude in some cases.

This approach of indirect communication might work if the people we communicate with also come from similar cultural backgrounds. If not, this conversation could result in a misunderstanding.

Working in a global business environment, where not just your client, but your manager, lead or team members could be from different cultures around the world, learning about the impact of culture on communication becomes crucial.

Let's learn how we communicate differently....

Play Video

**Classification of Countries**

Drag each of these messages to either the high-context or the low-text section, based on whether they are implicit or explicit messages

**0/10 Cards Correct**

REPLAY

**I will share an update when this is done**

**Let's connect again next week**

**This is done well, but you can do much better**

**I doubt I will be able to meet you this weekend.**

**I will share an update over an email before Friday, EOD.**

**We are not communicating openly and that's impacting our team's tasks**

**Everything is good with the team. But we could be great if we communicate better**

**Let's connect again on Monday, 28th June, at 8 a.m. EST, over a Teams call**

**Let me see if we can meet this weekend.**

**You're punctual with the tasks. You could focus on reducing the bugs in the code**

**High-context Culture**

**Low-context Culture**

Now that you understand communication could be different depending on the culture one follows, you also need to bear in mind that we are not implying one culture is better than the other, or one is right and the other isn't.

We need to sensitize ourselves to the differences and learn to work with each other.

**Tips to Communicate Across Cultures**

Here are some important pointers to help you navigate through conversations with people from different cultures...

* bullet

**Put in efforts to learn about others' culture, especially when you work with them** - search the web, observe others during interactions, ask questions to understand something better.

* bullet

**Be Respectful**when you meet people with different beliefs and values, and might see the same thing differently. Example - food, socializing, relationships, etc.

* bullet

**Be Open** to learn about different cultures. You will need to develop openness to things being different from what you know them to be. Example - using first names irrespective of age and experience.

* bullet

**Pay attention to** common etiquette for business conversations, degree of formality, the role of hierarchy in interactions.

* bullet

**Make a note** when you observe a behavior, hear words or phrases you are unfamiliar with, and learn about it when you have the opportunity.

* bullet

**Avoid questions that need one-word responses**like yes or no, since it could be embarrassing and difficult to say 'no' in some cultures.

* bullet

**Be careful with humor** as different cultures perceive it differently. There are some who find it unacceptable during business conversations, and some think it is acceptable. Either way, the humor you choose should not be offensive.

* bullet

**Practice active listening**by paying complete attention and with the intent to understand. Rephrase the conversation whenever needed, and ask questions when unsure.

* bullet

**Speak slower than your usual pace** while communicating with people from different countries, one's accent could be new to the other and vice versa. Speaking slowly aids better understanding.

* bullet

**Always be observant** of how things are being said, information is being shared and received, agreements and disagreements are being conveyed, feedback is being shared and received.

**Let's Summarize...**

In this lesson, you have learnt:

* 1

1

How you can define culture

* 2

2

The influence of culture on communication

* 3

3

Two types of culture based on communication patterns: high-context and low-context cultures

* 4

4

Countries that might display high-context and low-context communication

* 5

5

Ways to become culturally sensitive

With this, you can now move on to the next course on 'Becoming Ingeniuos'

# Lesson 1 - Verbal communication

*Lesson 1 of 4*

Even though communication is something we learn how to do from birth, it’s one of the top skills required in the corporate world. Why you ask?

The reason for this is because communication skills are critical for virtually any task you undertake in any workplace. Whether it is to share information in meetings or discuss work with colleagues or give the client a demo, one has to communicate effectively – through speaking as well as listening.

**Objectives**

By the end of this lesson, you will be able to

* 1

1

Understand the importance of effective verbal communication

* 2

2

Identify aspects of communication to make it impactful

* 3

3

Learn techniques to be an effective listener

**Flip the card below...**

*Click to flip*

Have you had a chance to observe how your team members communicate with each other, or in meetings? How is it different from how you would communicate with your peers in college?

*Click to flip*

*1 of 1*

**Here's how workplace communication is different**

* 1

1

**Formal** - Unlike in college, people use language that's suited to a workplace environment. People refrain from using slang, nicknames, etc.

* 2

2

**Brief -** Everyone's time is valuable and hence communication tends to be brief and to the point.

* 3

3

**Structured -** Work conversations aim to achieve some objective, say a decision, or an answer to a question. So workplace communication tends to be structured and solution focused.

* 4

4

**Purposeful**- In order to achieve a goal, people also listen patiently (not just speak) to understand information, and accept valid points. This way the discussion gradually progresses towards its intended purpose.

Although workplace communication is different from how we might have communicated and interacted in college, being good at it will prove hugely advantageous.

**How do good communication at the workplace skills help?**

Good communication skills help you to:

1. Put forth your point with confidence
2. Collaborate well with others
3. Build rapport and strong relationships
4. Expand your network
5. Create a positive impression about your abilities

**Common communication challenges for new recruits**

 Although seemingly easy, communication needs practice and consistency to master. On the way to developing great communication skills, we must overcome our challenges. Let's look at some common challenges people may face while communicating at work.

Click on each '+' sign to know more.

**One needs to up one's communication game at work to overcome these challenges and be successful. Read on to know just how you can do that!**

**Becoming more effective**

So how do I go about making my communication (speaking and listening) at the workplace better? How can I become more confident while communicating?

We'll start off with speaking first.

Watch the video below to find out how to convey messages effectively!

Play Video

**Let's take a quick learning check!**

Select the correct option.

Which of these is an important elements of communication?

Words

Body language

Tone

All of these

SUBMIT

**TAKE AGAIN**

**1. Body Language**

Let's explore the various aspects of body language and understand what's appropriate and what's not.

[**APPROPRIATEINAPPROPRIATE**](https://ehec-fa-em2-oraclecloud-com.akamaized.net/akstorage/scorm/FA.HCM.PER.HcmEngmtVideoShare-ac5719d0-7b58-414c-a8c8-156bdfc90235_private/ac5719d0-7b58-414c-a8c8-156bdfc90235/scormcontent/index.html)

1. Brief but genuine eye contact with the listeners helps you connect with them.

2. Pleasant facial expressions and smiling often makes you seem more approachable.

3. a) While speaking, letting your hands move freely adds to your comfort and help to emphasize important points.

    b)A firm handshake indicates confidence.

4. An upright posture while sitting, standing, or walking is a sign of good energy and conviction.

5. Dressing in work-appropriate clothing and being well-groomed makes you feel good! It demonstrates a commitment to the job.

**2. Tone of Voice**

 "How do I use my tone to sound effective in workplace conversations?"

Play Video

**Here's a quick learning check!**

Drag each item towards the 'Appropriate' or 'Inappropriate' box.

**0/5 Cards Correct**

REPLAY

**Intonating while giving the client a presentation**

**Smiling at everyone as you enter a meeting room**

**Crossing your arms while speaking to a colleague**

**Avoiding eye contact with a senior manager**

**Speaking on your desk phone in a loud voice**

**Appropriate**

**Inappropriate**

**3. Words**

The third element in the Meherabian principle describes language aspects to make communication purposeful. Let's turn our attention to the aspects under this element.

**Pronunciation**

Pronouncing words correctly helps convey the message without any confusion. For example, you want to say the word 'cache' (pronounced cash), but you pronounce it as 'catch', it might confuse the listener.  Good pronunciation is also a sign of a competent communicator.

**Pro Tip:** Get more exposure to the English language through movies, series, news, books. Note down new words and practice them in daily conversation.

Below are some commonly mispronounced words. Click on each '?' and play the audio clip to learn the correct pronunciation of the word.

**7Cs of Communication**

This is concept provides a guideline to word high quality messages that align the intent with the impact.

**CLEAR**

–

When speaking, have a clear objective in mind and convey it using simple, structured and grammatically correct sentences.

* **Say:** We need the client's approval urgently for the licensed software.
* **Don't say:** Client approval for licensed software urgent.

**CONCISE**

–

Keep messages crisp and precise. Avoid long and winding messages and filler words such as 'like', 'you know' etc.

* **Say:**I'm sending you the final code for review in an hour.
* **Don't say:** I'll send you the finalized version of the completed code for you to review in like, an hour.

**CONCRETE**

–

Be specific in your communication. Use facts and figures wherever possible. Avoid vague and ambiguous statements.

* **Say:** I still need to fill out item 2 in the report, I'll send it to you by 5pm today.
* **Don't say:**I'm almost done with the report and then will send it to you soon.

**COHERENT**

–

Your message should make sense to the audience. Ensure that it flows logically. Avoid covering too many unrelated points in one go.

* **Say:**I have a question about Phase 2 and 3 of XYZ and the client presentation. What is the expected output for phase 2? How did we arrive at the calculation in phase 3? How many slides do we need for the client presentation
* **Don't say:**I have a few questions about Phase 1 and Phase 2 of XYZ. How did we arrive at the calculation in phase 3? Actually for phase 2, it was based on simple interest. For Phase 2, what is the expected output? What about the presentation?

**CORRECT**

–

Ensure that your message has accurate details and when you convey it, do so with conviction.  When you sound uncertain or confused, you confuse people as well.

* **Say:** There are 3 critical defects that need to be fixed and the client wants an update about the fixes by Tuesday.
* **Don't say:** I think there are 2 or 3 critical defects to be fixed, I think the client wants an update by Tuesday, or was it Monday?

**COURTEOUS**

–

When you speak courteously, people feel respected and receive your message positively. Use courtesy words like 'please', 'thank you', sorry' etc. as appropriate in your conversations.

* **Say:** Could you please help me with this code?
* **Don't say:** Help me with this code.

**COMPLETE**

–

Share all relevant details pertaining to a topic. This will help people to understand the bigger picture and to take the required action.  Incomplete information may lead to the receiver taking incomplete or incorrect action.

* **Say:** The meeting has been planned to discuss possible solutions to the xyz issue reported by the client. Please be prepared with all previous emails, reports and documentation shared with the client.
* **Don't say:** Please be prepared for meeting.

**Here's a quick learning check!**

Match the sentence on the left to the 'C' that it is missing.

* Finish these this task on priority.
* I'll send you the report shortly.
* In my humble opinion, the solution that will help us best address this problem is xyz.
* Concrete
* Courteous
* Concise

SUBMIT

**TAKE AGAIN**

**Listening Skills**

The Meherabian principle focuses on sending messages through our body language, tone and words. Let's now turn our attention to receiving messages by developing effective listening skills.

*Click to flip*

*Click to flip*

*1 of 1*

**The real question is, do we listen actively?**

Active listening is the ability to focus completely on a speaker, understand their message, comprehend the information and respond thoughtfully. Unlike passive listening, which is the act of hearing a speaker without understanding or remembering their message, this highly valued skill ensures that you’re able to engage and later recall specific details without needing information to be repeated.

**Active listening at work helps you to:**

* 1

1

**Understand** every small, critical detail of your conversations with managers, clients and colleagues that you wouldn't if you were distracted.

* 2

2

**Retain more information** easily and adds to your knowledge database. It will also help you better understand new topics and remember what you’ve learned so you can apply it in the future.

* 3

3

**Spot problems** early on and work towards a solution. Good listeners are like doctors - they listen carefully and hence are able to quickly diagnose the problem and treat it!

* 4

4

**Build your reputation** as a reliably employee. Listening helps you achieve the outcome because you know exactly what needs to be done. People trust you better and that also improves relationships.

**Becoming an Active listener**

Here are some pointers to help you become an active listener.

**Be open minded**

–

Active listening requires one to be open minded towards learning something new. Refrain from making judgements about the topic or the speaker too soon.

For example, you're asked to attend a meeting about an unfamiliar topic, go into the meeting eager and with an open mind.

**Use appropriate Body language**

–

**Face the speaker:** Pick a spot where you can see the speaker and the speaker can see you. Orient yourself towards him or her and maintain regular eye contact.

**Maintain eye contact:** Always keep your eyes on the speaker and avoid looking at other people or objects in the room.

**Nod to acknowledge:** Offering the speaker a few simple nods shows you understand what they’re saying. A nod is a helpful, supportive cue, and doesn’t necessarily communicate that you agree with the speaker—only that you’re able to process the meaning of their message.

**Ask questions**

–

Asking the right kind of questions to get more information on a certain topic. Listening is not just about receiving information given to you, but also asking for more information to enable you to get a clearer picture of the topic under.

**You could ask**

a) **Open ended questions**: These questions allow the other person to describe something in detail.

You could ask a client, "What features would you like me to work on this week?"

This will help you give you the details you require.

b) **Closed ended questions**: these questions are usually answered with a "yes" or a "no".

Asking your client, "Can I share the bug fix report with you on Thursday?" is an example of a closed ended question.

It will help you come to quick decisions or conclude a certain topic.

**Paraphrase**

–

To paraphrase is to reword the speaker's message in your own words to show you fully understand their meaning. This will also give the speaker an opportunity to clarify vague information or expand their message.

For example, in a meeting with your manager, you could paraphrase at intervals to clarify various points.

"So what you're saying is that I need to set up a demo for the client this week, send out meeting invites, and keep the set up ready on the day?"

Your manager can either confirm, or clarify if you're missing anything.

**Take notes**

–

Sometimes it can become difficult to remember every single detail from a conversation. Taking brief notes while listening to the speaker will save you the trouble of memorizing and you'll be able to refer to your notes at a later point when needed.

**Keep away distractions**

–

Active listening requires us to be completely focused on the conversation.  Avoid being distracted by your phones or any other work during the conversation. Being distracted not just affects our ability to listen but it is also disrespectful to the speaker.

**Be patient**

–

When the topic of conversation doesn't interest us, or we get restless and want the conversation to get over quickly. When we have an interesting idea to share, we become impatient to share it. During both these instances, our listening skills take a hit.

Ensure that you always give the speaker patient attention and let him or her finish, whatever the topic. Avoid interrupting the speaker unless absolutely required.

**Let's take a quick learning check!**

Select the correct answer/answers.

Which of these make one an active listener?

* Paraphrasing the message
* Being judgmental
* Interrupting the speaker
* Asking open ended questions

SUBMIT

**TAKE AGAIN**

**Let's summarize...**

* 1

1

Effective communication is a critical skill at the workplace that helps us to achieve work goals and build relationships

* 2

2

Workplace communication tends to be formal, structured and brief.

* 3

3

According to the Meherabian principle, the three elements that make communication impactful are Body language, Tone of voice and Words.

* 4

4

The three communication elements need to be used together to help the listener understand our message clearly.

* 5

5

Active listening is as important as speaking and helps us gain more information and retain it for longer.

# Lesson 2 - Assertiveness

*Lesson 2 of 4*

Being unable to speak up at work can have long-lasting negative consequences. It can lead to stress, burnout, or render you almost invisible in a setting where promotions and raises depend on visibility.

When you’re assertive, you ask for what you need, you talk openly about what you want, and you recognize when someone is taking advantage of you. You can approach the things you do with confidence and make a direct impact on your environment. But this does not come easily for everyone. In this lesson, we'll talk about assertiveness in detail.

**Objectives**

By the end of this lesson, you will be able to

* 1

1

Define assertiveness and understand it's importance

* 2

2

Identify different behaviors and communication styles

* 3

3

Use assertive style of communication at the workplace

In the previous nugget, we looked at communication elements and learned how to use them at the workplace. But is that enough to make your communication effective?

Let's find out.

Consider these workplace scenarios, and pick between option 1 and 2 as your preferred style of communication in these situations...

## *Scenario 1*

You are in a meeting with some senior managers and colleagues discussing ideas for an upcoming project. You have some ideas of your own as you had done some research earlier for your college project.  What do you do?

1. Keep the ideas to yourself, what if everyone thinks those are silly?

2. Share your ideas, they might like them

## *Scenario 2*

You're on a call with the client and she wants some tasks to be completed within the hour. You realize that you would need more time considering all the steps involved. What do you do?

1. Agree to do it, knowing that it won't be possible

2. Discuss the steps involved and request for more time

## *Scenario 3*

You are working with a colleague on a task. During one of your discussions, you don't seem to agree with a certain method and you think you might have a better idea. What do you do?

1. Tell him that his idea makes no sense and then share your idea

2. Tell him that his idea is great, and share yours too

If you answered with most 1s, you probably need to start communicating more assertively!

**What is Assertiveness?**

Assertiveness at the workplace is a key communication skill that allows you to speak up for yourself in a manner that is respectful and appropriate for the work environment. Assertiveness means being confident in communicating your needs, opinions, or requests without being pushy, while respecting others' needs, opinions and requests. Assertiveness is about creating balance.

**Let's understand Assertiveness better through a video.**

Play Video

**Advantages of Assertiveness**

Being assertive in the right way at work can have many advantages for you and your team as well.

* 1

1

It helps you **express yourself confidently** and without having to constantly worry about being judged. For example, you can share your ideas confidently in meetings even in the presence of seniors.

* 2

2

It **helps build trust** and as a result, you share healthy relationships with your team. Assertiveness enables you to be honest with others creating transparent relationships.

* 3

3

It **earns you respect**, because you are respectful of others and you also respect yourself.

* 4

4

It **reduces stress**. When you are assertive, you feel confident in expressing your concerns and contributing to resolving problems or issues. You also feel empowered to calmly cope with interpersonal issues as they arise. All of this contributes towards a more positive work environment for everyone.

* 5

5

It**enables you to contribute** to the team's success. Assertiveness helps share and accept feedback in a positive manner. And with the help of feedback, you're able to direct your best efforts towards the team's goals, inching closer to success.

**Here's a quick learning check!**

Assertiveness is

To be respectful towards others

To state your views confidently

To understand others' point of view

All of these

SUBMIT

**TAKE AGAIN**

Simply knowing about assertiveness isn't enough, we also need to use assertive behavior in our everyday interactions at work, through conversations as well as through emails. But that could prove a little difficult for some.

*Click to flip*

Have you ever found it difficult to be assertive?

*Click to flip*

*1 of 1*

**Here's what stops us from being Assertive**

**Cultural and Generational Influences**

–

Some cultures do not view assertiveness as a valuable trait and hence do not encourage it. So some of us may have grown up thinking it's wrong to voice our opinions because it may upset or offend others, while some others may have grown up not even knowing what assertiveness is.

Additionally, cultural influences teach us to keep our opinions to ourselves especially when elders are involved. We tend to carry the same ideology to the workplace and may feel uncomfortable speaking up in front of seniors or more experienced peers.

**Self-defeating beliefs**

–

Self-defeating beliefs are at the root of low self-esteem. It is when you think you're not good enough or you're not as good as someone else. If you have low self-esteem, you won't value your needs, skills, opinions, or ideas, you'll constantly think they're not worthy of being acknowledged. Assertiveness begins with valuing yourself - your needs, feelings, thoughts, opinions, etc. Without it, you will find it very difficult to stand up for what you believe.

**Skills deficit**

–

It may be that we just don’t have the verbal (words) and nonverbal (body language and tone) skills to be assertive. We may watch other people being assertive and admire their behavior but have no real idea how to be like that ourselves.

So those who aren't assertive, employ other behavior styles. To understand assertive behavior a little better, it would help to understand these other behavior styles as well.

**Different Behavior Styles**

A behavior stems from our thoughts, feelings and emotions in different situations. How we display these emotions through our actions will determine our behavior style.

Remember the Meherabian principle? It also applies here. With different behavior styles, people use body language, tone, and words differently. So as we go ahead and talk about behaviors, we need to remember that it comprises these communication elements as well.

Let's also remember that every behavior has consequences. How you choose to act in different situations will impact what happens next.

The video you watched before, talks about two other behaviors besides Assertiveness.  In the video that you're now going to watch are detailed descriptions of all three behavior styles.

As you watch, try a little self-evaluation. Figure out which behavior/behaviors you tend to use and think about what consequences those behaviors have led to, in the past. It will help you understand if there's anything you need to change in your interactions at work.

It might be helpful to consider behavior styles as being on a continuum. On one end of the continuum is passive behavior, in the middle is assertive behavior, and at the other end is aggressive behavior.

Well, on to the video now!

Play Video

We'd mentioned earlier that each behavior has consequences. These could be long-term or short-term. Let's see what these are.

[**PASSIVE BEHAVIORAGGRESSIVE BEHAVIORASSERTIVE BEHAVIOR**](https://ehec-fa-em2-oraclecloud-com.akamaized.net/akstorage/scorm/FA.HCM.PER.HcmEngmtVideoShare-ac5719d0-7b58-414c-a8c8-156bdfc90235_private/ac5719d0-7b58-414c-a8c8-156bdfc90235/scormcontent/index.html)

Consequences of Passive Behavior

1. You could get caught between a vicious cycle of low self-esteem and poor performance.

2. It leads to stress and anxiety as you constantly bottle up your feelings.

3. You could be bullied by others or be taken advantage of, as you can't say 'No'.

4. You come across as unconfident and might lose out on career opportunities.

5.  You end up having to live with choices others make for you

Although you may seem selfless, cooperative and may escape uncomfortable situations in the short run, in the long run, you're letting giving up control of your own life.

                                                               "**I LOSE, YOU WIN"**

**Here's a quick learning check!**

**0/9 Cards Correct**

REPLAY

**Hesitating to ask your manager for help as she seems busy**

**Apologizing to the client for an error and getting down to fixing it**

**Snapping at a team member doesn't seem to be getting a task**

**Shooting down a colleague's idea in a meeting**

**Politely but telling a colleague how you don't like being made fun of constantly**

**Blaming another colleague when your manager points out a mistake**

**Sitting at the back in a training room as you feel uncomfortable at the front**

**Raising your hand at the end of a team meeting to ask a question**

**Feeling awkward when a colleague compliments you on your work**

**Passive**

**Assertive**

**Aggressive**

**How Assertive Are You?**

If you are curious to know your assertiveness level, click on the button to take a questionnaire and find out....

[**CLICK HERE**](https://howassertiveareyou.com/)

## Steps to be Assertive at the Workplace

Let's assume that your manager, Karthik, has asked you to complete a task you haven't done before. You realize you're probably not going to be able to do it by yourself.

START

**Step 1**

## Identify Needs

Play Video

Identify how you feel about a certain situation and what you need.

1

2

3

4

5

**Step 2**

## Work out Options

Play Video

Now that you've identified what you need, think about the actions you can take in order to fulfil that need.

1

2

3

4

5

**Step 3**

## Understand Consequences

Play Video

For each option you come up with, think about the short term and long term impact. Then choose the most favorable option.

1

2

3

4

5

**Step 4**

## State Needs Clearly

Play Video

At this stage, communicate your needs with the right person. Remember to be polite, but firm, use assertive words, body language and tone.

1

2

3

4

5

**Step 5**

## Listen to, and understand response

Play Video

Listen to what the other person has to say and work out a solution that benefits both of you.

1

2

3

4

5

## Summary

Following the steps to being assertive will help you have more constructive conversations and achieve 'Win - Win'!

1

2

3

4

5

**START AGAIN**

**Points to Remember**

I can be assertive and so can others

Let's remember that while assertiveness gives us the freedom to voice our opinions, it also involves being open to receiving assertive behaviors that others exhibit.

For example, a colleague gives you feedback about your code, you must be open to the feedback and not get irritated.

Assertiveness will not always get me what I want

Assertiveness gives us an opportunity to speak up, but it doesn't guarantee that things will always go your way. Assertiveness is accepting unfavorable outcomes also.

For example, you may ask your manager for a day off, but the project is at a critical stage and so the manager asks you to postpone your leave. I need to understand and accept that.

I may employ more than one behavior style

Through the course of our interactions at work, we may need to employ non-assertive styles at times.

For example, if you're constantly being bullied by your colleague into taking on his or her work, you might need to use a little verbal aggression to ensure that this stops.

**Let's summarize...**

* 1

1

Assertiveness is a skill that helps you communicate your thoughts and views in a confident and respectful manner.

* 2

2

Assertiveness entails valuing your own rights, needs, opinions, ideas, and those of others as well.

* 3

3

Passiveness and Aggressiveness are non-assertive behaviors and are not conducive to successful workplace interactions and relationships.

* 4

4

A passive person values others' 'Rights', needs, opinions, ideas over those of his/her own. This could lead to a person not being taken seriously.

* 5

5

An aggressive personvalues his/her own 'Rights', needs, opinions, ideas violating those of others. This could lead others to resent the person.

***Assertiveness is not what you do, It's who you are***

Shakti Gawain

***Assertiveness is not what you do, It's who you are***

Shakti Gawain

# Lesson 3 - Written Communication

*Lesson 3 of 4*

By now, we're well aware of the need for effective verbal communication, and its impact on work outcomes and relationships.

Another equally important aspect of workplace interactions is written communication. The success of any organization depends on the quality and speed of information exchanged. And a lot of this exchange happens through written channels like emails, reports, instant messaging systems, etc.

In this lesson, we will talk about 'Email Communication', a channel that's used the most to share information in written form at the workplace.

**Objectives**

By the end of this lesson, you will be able to

* 1

1

Know the advantages of email

* 2

2

Understand the need for email etiquette

* 3

3

Practice email etiquette while writing emails

**Advantages of Emails**

1. Emails are a fast way to communicate messages regardless of location
2. An email can be sent to multiple people at the same time
3. Complex information can be shared easily through emails
4. Emails become documented evidence of the information exchange
5. Information on an email can be retrieved at a later time for reference

**What is Email Etiquette?**

Email etiquette refers to the principles of behavior that one should use while writing or answering email messages. It is also known as the code of conduct for email communication.

**The Need for Email Etiquette**

The way you communicate reflects the type of employee you are: your work ethic, professionalism, and attention to detail. Email etiquette helps to streamline communication and make the information you are sending clear and concise.

Here's why we should always follow email etiquette:

Professionalism

*Click to flip*

Using proper email etiquette conveys a professional image of you and the overall organization when you're interacting with outsiders like clients.

*Click to flip*

Efficiency

Emails that adhere to etiquette are more direct and convey the message quickly.

Prevention of Misunderstandings

Practicing email etiquette will help you reduce the likelihood of mistakes that lead to confusion or misunderstandings.

Now that we understand the importance of following email etiquette, let's turn our attention to learning ways to practice it.

**Practicing Email Etiquette**

There are four important facets to practicing email etiquette

[**THE 7CS OF COMMUNICATIONTHE GUFFEY'S 3X3 PROCESSPARTS OF THE EMAILFORMATTING THE EMAIL**](https://ehec-fa-em2-oraclecloud-com.akamaized.net/akstorage/scorm/FA.HCM.PER.HcmEngmtVideoShare-ac5719d0-7b58-414c-a8c8-156bdfc90235_private/ac5719d0-7b58-414c-a8c8-156bdfc90235/scormcontent/index.html)

**Clear, Concrete, Coherent, Correct, Courteous, and Complete.**We have covered the 7Cs in the first lesson, 'Effective Communication'.The 7Cs have a place of significance while writing emails as well. Ensure that you incorporate these 7Cs into your emails.

Let us look at each of these aspects in detail.

**1.The 7Cs of Communication**

Let's do some quick practice with the 7Cs.

Match the C with the correct description.

* Concrete
* Clear
* Coherent
* Courteous
* Correct
* Concise
* Complete
* Email should be comprehensible with easily understandable data
* Email should be brief and precise
* Email should specific information like facts and figures
* Email should make sense with a logical sequence of data
* Email information should be accurate
* Email should have a polite tone with words like 'thank you', sorry', 'regards' etc.
* Email should contain all the details the reader would need to take action

SUBMIT

**TAKE AGAIN**

## 2. The Guffey's 3X3 Process

Developed by Dr. Mary Ellen Guffey, a professor and author, this process helps you put together information into a neat package. It helps ensure that your emails are understood correctly and get you the desired response. Remember intent vs. impact?

The process comprises three steps; let's go over each one in detail.

START

**Step 1**

## Pre Writing

The first thing to do is tackle all the necessary planning for your email. Thinking thoroughly about your email’s purpose and intended reader will motivate you to write with the reader’s benefit in mind.

Prewriting includes three sub tasks:

1. ANALYZE

* Why - The purpose of your email
* What - The content of the email
* Who - The recipients of the email
* When - The right time to send the email
* How - The right channel - is an email enough to explain the content?

2. Anticipate

Knowing who you’re writing to and for gives you direction to write effective emails. So anticipate your recipients and the kind of response they might have to the email. Will they be left confused? Will they be able to execute the desired action?

3. Adapt

Prepare to adapt your email content to accomplish this goal. Choose a writing style that your recipients will find easy to understand and include all the data they would need to take the desired action.

It is recommended that you spend 25% of your email writing time on pre writing.

1

2

3

**Step 2**

## Writing

This is when you’ll get all the information you need to put together your email based on your Pre writing.

Writing includes three sub tasks:

1. Research

You want the email to be accurate. So collect your information from proper sources - previous emails, discussions with managers or colleagues, files on your machine etc.

2. Organize

Organize all of the major points and their sub points in your email draft. This step ensures that your email has a logical flow and sequence.

3. Compose

Now it's time to fine tune your email. Draft your email keeping in mind all the points from the pre writing step. Include all the necessary information.

It is recommended that you spend 25% of your email writing time on writing.

1

2

3

**Step 3**

## Revising

After writing the email, it is important to read it once again to ensure that it is error free.

Revising includes three sub tasks:

1. Revise

Re-read your email to ensure that the language is clear and readable and that the overall flow is comprehendible.

2. Proofread

Go over the email with a fine toothed comb and identify spelling and grammar errors if any, and correct them. Remember, that an email rife with grammatical and spelling errors creates a poor impression about the writer.

3. Evaluate

At this last step, evaluate if your email has all the important elements - correct recipients, subject line, salutation, opening and closing, attachments - and is ready to be sent.

It is recommended that you spend 50% of your email writing time on revising.

1

2

3

## Summary

Thus, putting thought into email writing goes a long way in ensuring that your message is gets you the desired outcome and helps you create connect with the readers.

Using this process will require some practice till you get good at it, but the effort will be worth it.

1

2

3

**START AGAIN**

**Here's a quick Learning Check!**

Revising is about identifying and correcting

Spelling errors

Grammar errors

Information errors

All of these

SUBMIT

**TAKE AGAIN**

**3. Parts of the Email**

An email has several parts from its start to its end. Applying etiquette also means that we should pay attention to each part while writing or responding to emails.

Play the video below to know more!

Play Video

Click  the orange button to create your own brand compliant email signature!

[**CLICK HERE**](https://persistentsystems.sharepoint.com/:w:/s/Branding_Rollout/EfRYipjuu0JDkzH0Kwd0FrgBEiQYw794s4F1DMHXZSRruA?e=1y1QIK)

**Here's a quick learning check!**

For each item, identify whether it is appropriate email etiquette or inappropriate.

**0/6 Cards Correct**

REPLAY

**Request line: Review and let me know?**

**Subject line: Leave plans - May 2021**

**Subject line: Requiring information about the training on Scrum Master**

**Salutation: Hi Riya**

**Salutation: Shomit**

**Opening line: This is about task allocation for project xyz.**

**Appropriate**

**Inappropriate**

**4. Formatting emails**

Practicing email etiquette also involves paying attention to how your email looks. Research shows that a well-formatted email is easier to read and understand and increases the likelihood of the reader giving you a quick response.

**Font**

+

**Writing style**

+

**Alignment**

+

**Background**

+

**Highlighting**

+

**Here's a quick learning check!**

Formatting an email adds no value to it.

True

False

SUBMIT

**TAKE AGAIN**

**Top Tips for Email Writing**

1. Always write an email from the reader's perspective, thinking about how much they already know and what they would need to know.
2. Never write an email when you're angry or upset, it might reflect in your tone. Take a break, calm down and then write the email.
3. Set an 'Out of Office' automatic response when you're away for long or when you're on leave.
4. Avoid sending unnecessary attachments or sending an email to people who aren't involved in the discussion.
5. Reply to an email preferably within 24 hours. Use the 'Reply All' option only when all the recipients need to know the information you're sharing.

**Let's summarize...**

* 1

1

Emails are the official means of business communication and are a quick way to send information to multiple people across locations.

* 2

2

Emails reflect our professionalism and also help us connect with our readers.

* 3

3

Effective emails are Clear, Concise, Concrete, Coherent, Correct, Courteous, and Complete.

* 4

4

The Guffeys's writing process involves 3 steps - Prewriting, Writing, and Revising.

* 5

5

An email has different parts and there is etiquette associated with each part.

* 6

6

Formatting is an important aspect of email etiquette that deals with the visual appeal of an email and make it more reader-friendly.

Hope you enjoyed this lesson on 'Business Communication Essentials'.

Congratulations on completing your Power Skills Course Plan!

The next lessons on Communication await you.....