



## COMMUNICATION SKILLS

Overall communication is perceived in 3 main ways:

55% Visually – This includes body language and how you look.

38% Vocally – How you sound and how you speak

7% Verbally – the actual words you speak

When you add the visual and vocal components of communication together, you can see that non verbal communication accounts for 93% of the impact of your message! By contrast, the words you use only account for 7%.

### Developing Effective Communication Skills

While this research does provide a good example of the importance of non verbal communication skills, the messages you speak are not always perceived in the same percentages.

This is because different circumstances will place emphasis on different communication skills, for example:

#### Visual Communication

If you were making a presentation in which you were establish credibility, make a good initial impression or build up a relationship with your listener, then body language will tend to be the most important factor.

#### Verbal Communication

Should you change it to a more intimate face to face communication, such as making a sale or negotiation which is primarily information focused, then words tend to have the greatest impact.

#### Vocal Communication

But if you are speaking where people can't see such as the radio, then the vocal component will be the most important factor in communicating effectively.

### Communicating Effectively

If the content (verbal) were everything, then one could just read the entire presentation from a manuscript, head down in a monotone voice without much vocal inflection or any eye contact. And this effort would probably be a waste of everyone's time.

It is important to note that while a certain situation may call for a certain form of communication, the other forms of communication should not be ignored.

For example, if you are speaking confidently (vocal), but your body language suggested you were uncomfortable being there (visual), then you will send a conflicting image to the listener.

The non-verbal elements are particularly important for communicating feelings and attitude, especially when they are incongruent: if words and body language disagree, one tends to believe the body language.

## Doing, Thinking and Feeling

**External behavior:** While you talk to others – you are **Doing** things – speaking, gesturing, listening, sitting or standing.

**Internal process:** You are **Thinking** of things – what the other person is saying, what you are going to say, and possibly to get away for your next appointment.

**Internal state:** You are also **Feeling** things - nervous, angry (probably because you are not being understood) happy or wondering what will happen next.

**So, your communication is about:**

- External behavior
- Internal process
- Internal state

The environment you are in – the place, time, and conditions in which or about which a conversation is taking place, who else is there and what else is going on. Each of these can affect the course and the outcome of a conversation.

# SEVEN ELEMENTS OF EFFECTIVE COMMUNICATION

## EYE COMMUNICATION:

### ONE-TO-ONE SITUATION

1. Remember to look at the face of the person you are talking to.
2. Once this becomes unconscious, try to focus on looking eye-to-eye for just a second.
3. When you have become comfortable with this, hold eye contact with the listener for a longer period of time.
4. However, do remember to look away only with your eyes every now and then or else...the listener will think you are “staring” and will get uncomfortable.

### GROUP SITUATION

1. Focus on looking at each person for a 3 – 4 seconds
2. Let your body gradually turn a little on either side [in a slow arc] so you can automatically look at the person sitting on either extreme side.

The most effective way to improve eye communication is to ask a colleague to give you feedback. Tell him/her that you would like him/her to consciously notice your eye contact and to remind you when you lose eye contact. This colleague could also observe your eye contact in group situations; are you giving everyone equal attention?

## POSTURE:

1. It is to imagine that you are a puppet and the puppeteer is pulling that one string attached to your head to keep you straight.
2. Make a conscious effort to keep your shoulders straight and not drooping or hunched.
3. Put your chest out...just a little bit, don't become one of those weightlifters with an unhealthy swagger.
4. Keeping your head up straight [and not looking down] also helps.

To achieve good posture, remind yourself every time you sit down to keep your back straight and your legs crossed neatly. For this skill too, you could ask a colleague to give you feedback, both, when you are speaking to him/her or when you are standing in front of a group. Remember, when speaking in front of a group try to stand in front of the table or lectern in order to build up your confidence. Observe what you do with your arms and hands...try not to be nervous!

## GESTURES & FACIAL EXPRESSIONS:

1. What you feel inside will show on your face...it is only natural to human beings!
2. The key, therefore, is not to keep your face expressionless, but pleasant.
3. Keep a pleasant expression however much you might be stressed or irritated.
4. It is important to remember not to put your hands inside your pant pockets, clasped behind you, or crossed in front of you.
5. You do not need to keep brushing your hair, or touching your ears, or your nose when communicating.
6. Use your hands to complement what you are saying. If you are disagreeing with someone, you can do a gentle wave of one hand to indicate that disagreement.
7. Similarly, keeping your hands open, i.e., palms facing upwards, and hands half-stretched in front, is a gesture of openness...that you are someone willing to listen, that you are not aggressive.

If you have already identified a gesture you have which is distracting to others, do something else with your hands. For example, if you play with a pen, remind yourself to put the pen away when you are talking to others.

### **DRESS & APPEARANCE:**

1. Try to look at yourself objectively.
2. It's about being neat, clean and presentable
3. Personal grooming must be once weekly...haircut, trimming, cutting nails [not biting them].
4. When you've reached your office, freshen yourself up before getting down to work.
5. When you are visiting a client, look discreetly for a shining glass pane to see how you look.

Make every effort to look your best. Evaluate yourself in front of a mirror each morning before you leave for work. Put a checklist on your cupboard door: shoes polished, hair combed, shirt ironed, etc. **Don't forget to wear your smile and positive attitude every day.**

### **VOICE & VOCAL VARIETY:**

1. Listen to your voice when you speak; get familiar with your voice
2. Change the tone and volume of your voice on tape to note the differences.
3. Make a conscious effort to change it when talking, especially when addressing a group.
4. Use effective intonation depending on your emotions and the message you want to convey – be passionate when you communicate – vocal variety will be automatically taken care of
5. You also need to remember to take deep breaths... right from your stomach...so that your voice is strong and even in tone...not breathless and fading out every now and then.
6. Use pausing effectively so that the message is conveyed like how you want it to be understood.
7. Remember, stressing on the appropriate word/s will also help in voice modulation.

Remember that your voice conveys a lot; whether you are calm, nervous, or bored, for example. The best strategy for overcoming nervousness or timidity is being extremely well prepared and confident about your content.

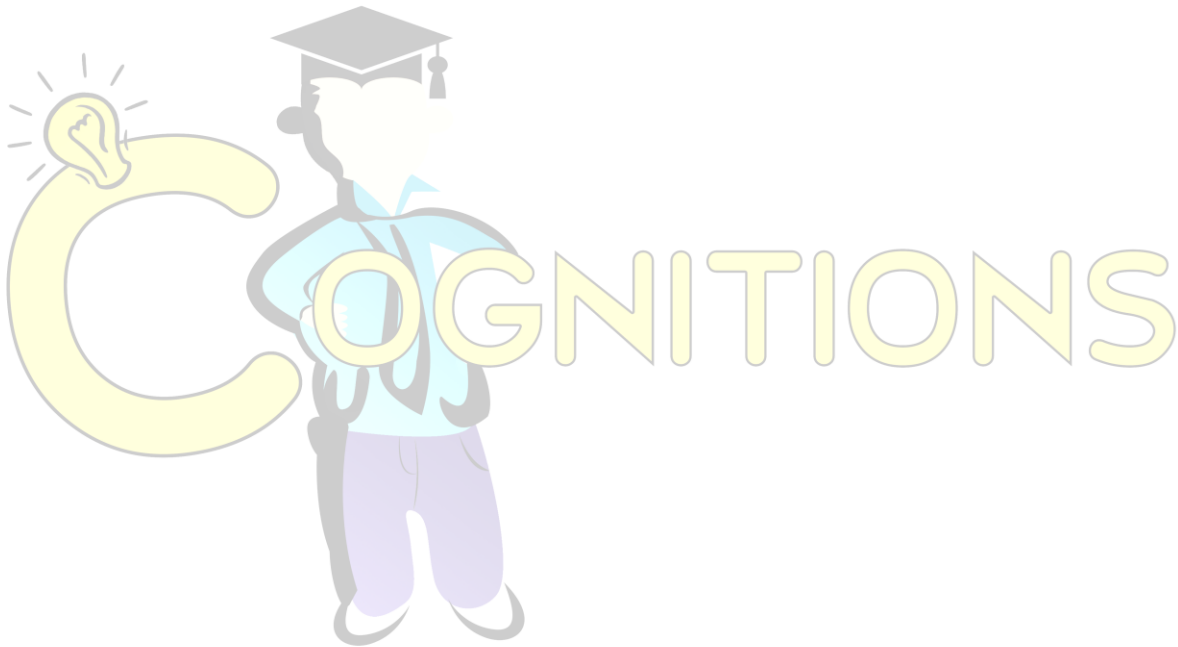
### **EFFECTIVE USE OF LANGUAGE & PAUSES:**

1. Talk slowly and in an even pace.
2. Even when a discussion becomes heated, take a deep breath, and then talk slowly and steadily.
3. When you have made a main point, pause...the listener needs time to assimilate the information.
4. Each time you say a non-word, ask your friend or someone close to you to say your name, interrupting your communication...over a period of time, you will unconsciously stop using the non-word.

Being very well prepared allows you to speak clearly and eliminates the tendency to use non-words. Ask a colleague to listen for when you use non-words and to tell you how your voice sounds to others.

### **ACTIVE LISTENER INVOLVEMENT:**

1. Put yourself in your listener's shoes...would you, as the listener, find what you are saying interesting?
2. It is good to remember an anecdote or joke that goes with what you intend saying...it helps keeping your listener involved.
3. Voice modulation will serve to break the monotony and sustain listener involvement.



# Email Etiquette: A Guide to Effective Email

## 5 ESSENTIALS TO REMEMBER:

- 1 Know your recipient
- 2 Respect your recipient & suspend judgments
- 3 Know exactly what you want to achieve
- 4 Think and organize before you proceed
- 5 Think from your recipient's point of view

## EMAIL STRUCTURE:

### 1 Fill in the To, Cc, Bcc and Subject Lines

### 2 Salutation :

- ☐ Dear John,
- ☐ Hi John,
- ☐ Dear Mr. Smith,
- ☐ Dear John Smith, (if gender not specified)

### 3 Body of the Email

### 4 Closing:

- ☐ Thanks and regards,
- ☐ Cheers,
- ☐ Warm regards,
- ☐ Regards,

### 5 Signature

### 6 Attachment (when required)

## TIPS FOR EFFECTIVE EMAILS

### WARM OPENING

Good: John, received your email.

Better: Hi John,  
Thanks for your email.

### USE NAME

Good: I haven't got access to the Petra server as yet.

Better: John, I haven't got access to the Petra server as yet.

### MENTION ACTION TAKEN FIRST IN A SENTENCE

Good: After last month's meeting, several new policies have been implemented.

Better: Several new policies have been implemented after last month's meeting.

### USE ACTIVE / PRO ACTIVE VOICE

Good: Changes have been made to our reporting system.

Better: We have made changes to our reporting system.

### USE 'I' / 'WE' STATEMENTS TO INDICATE OWNERSHIP

Good: Received the package.

Better: I/We have received the package.

### AVOID NEGATIVITY

Good: Due to the fact that your subscription has not been renewed, the next issue of *Run!* will be your last.

Better: Renew your subscription now so you continue to receive *Run!*

### IF YOU HAVE TO EXPRESS NEGATIVITY, SEE IF YOU CAN TAKE THE ONUS ON YOURSELF/YOUR COMPANY

Good: I beg to inform you that, despite your impressive background, we feel that your skills do not quite match our needs.

Better: I wish to inform you that our needs don't match your skills.

### EXPRESS ONLY ONE IDEA IN A SENTENCE

**Good:** As requested, I enclose our new catalog and feel sure that you will find within many items to interest you, particularly our new range of colors that will brighten up your office and keep your staff feeling happy.

**Better:** Here is our new catalog with many interesting items. I would like to draw your attention particularly to our new range of colors which will cheer up your office and staff.



## REDUNDANT EXPRESSIONS

### ***DON'T USE***

As a result of  
As otherwise  
As about  
Attached hereto  
At this point in time  
Avail oneself of  
Be of the opinion  
Both alike  
Both together  
Check into  
Connect up  
Continue on  
Cooperate together  
Customary practice  
During the time that  
Each and every  
Enclosed herewith  
Enter into  
Forward by post  
Free gift  
Have a tendency to  
In many instances  
In spite of the fact that  
In the amount of  
In the event that  
In the matter of  
In the process of being  
In this day and age  
Inform of the reason  
Is of the opinion  
Letter under date of  
Letter with regard to  
New beginner  
Advise, inform  
Along these lines, on the order of  
As per

### ***USE***

because  
otherwise  
about  
attached  
at this time; now  
use  
believe  
alike  
together  
check  
connect  
continue  
cooperate  
practice  
while  
each or every  
enclosed  
enter  
mail  
gift  
tend to  
often  
although  
for  
if  
about  
being  
nowadays  
tell why  
believes  
letter of  
letter about  
beginner  
say, tell, let us know  
like, similar to  
as, according to

## ***DON'T USE***

At an early date, at your earliest convenience  
At this time, at the present time  
Check to cover  
Deem  
Due to the fact that, because of the fact that  
For the purpose of  
Free of charge  
In accordance with  
In advance of, prior to  
In compliance with  
In the amount of  
In the event that  
Kindly  
Said  
Same  
Subsequent to  
The writer, the undersigned  
On account of the fact that  
Owing to the fact that  
Past experience  
Place emphasis on  
Repeat again  
Revert back  
Send an answer  
Whether or not

## ***USE***

soon, today, next week  
now, at present  
check for  
believe, consider  
because  
for  
free  
according to  
before  
as you requested  
for  
if, in case  
please  
don't use as an adjective  
don't use as a noun  
after, since  
I/me  
because  
because, since  
experience  
emphasize  
repeat  
get back / revert  
reply  
whether

## INDIANISMS

| INDIANISM                               | GLOBAL ENGLISH                  |
|---|---------------------------------|
| Explain me something                    | Explain something to me         |
| Have you shifted?                       | Have you moved?                 |
| Would you be having the account number? | Do you have the account number? |
| A little more longer                    | A little longer                 |
| Mr. Tom (First name)                    | Mr. (Last name)                 |
| Can you be on hold?                     | May I put you on hold?          |
| I am having 2 brothers                  | I have 2 brothers               |
| What state does he belongs to?          | Which state is he from?         |
| Driving license                         | Driver's license                |
| May I suggest you something?            | May I suggest something         |
| Good name                               | Name                            |
| Myself (Name)                           | I am (Name)                     |
| I will revert back to you               | I will get back to you          |
| I am .....this side                     | I am...                         |
| Return back                             | Return                          |
| You can be rest assured                 | You can rest assured/I assure   |
| This is more preferable                 | This is preferable              |
| Repeat it again                         | Repeat it/say it again          |
| Today morning                           | This morning                    |
| Yesterday evening                       | Last evening                    |
| In the night                            | At night                        |
| Four days back                          | Four days ago                   |
| I am very very sorry                    | I am very sorry                 |
| I'll think on it                        | I'll think about it             |
| I am understanding it now               | I understand it now             |
| I got stuck up                          | I got stuck                     |
| What you would like to buy?             | What would you like to buy?     |
| These both books are mine               | Both these books are mine       |
| He has left painting                    | He has given up painting        |

|                                    |                                   |
|------------------------------------|-----------------------------------|
| I asked her where was she going    | I asked where she was going       |
| I saw 2 females there              | I saw 2 girls/ladies/ women there |
| He is my cousin brother            | He is my cousin                   |
| I shall meet you between 5 to 6    | I shall meet you between 5 and 6  |
| I and Abdul travel together        | Abdul and I travel together       |
| One should obey his parents        | One should obey one's parents     |
| I have given an examination        | I have taken an examination       |
| This novel is too interesting      | This novel is very interesting    |
| He is your brother, Yes?           | Is he your brother?               |
| I neither insulted you nor him     | I insulted neither you nor him    |
| We came by walk                    | We came walking                   |
| We discussed about it              | We discussed it                   |
| I want that you should work hard   | I want you to work hard           |
| I have seen the film last night    | I saw the film last night         |
| I am doubting whether he will come | I doubt whether he will come      |
| It is time we leave                | It is time we left                |
| I am hearing a strange noise       | I hear a strange noise            |
| I have ordered for 3 cups of tea   | I have ordered 3 cups of tea      |
| He entered into the room           | He entered the room               |
| How long are you working here?     | How long have you been working?   |
| I told that...                     | I told him/her that....           |

## LISTENING SKILLS

Communication is a cyclic process since there are 2 parties involved in the process- a sender and receiver/s. It can be defined as the exchange of ideas/concepts.

Verbal communication has two wings - speaking and listening. Doing both effectively, in right proportions, makes one an effective communicator.

**HEARING:** It is an auditory capability. We hear sounds and noise naturally but without concentration.

**LISTENING:** It is an acquired skill. It is to hear with concentration to receive specific information.

### WHAT IS ACTIVE LISTENING?

In effective active listening, the goal is to convey back to the speaker that we are seeing things from his/her viewpoint. The listener must look for non-verbal cues and not only to the words being said.

In Active listening, you listening carefully, then paraphrase what you heard with the goal of supporting and drawing out the feelings of the speaker. When this is done well, it validates a person's feelings and encourages him/her to communicate freely. Since there is no threat of criticism or judgment, the speaker is encouraged to express feelings honestly.

### Listening to a Difficult Accent:

- Ask the person to speak slowly
- Do not pretend to understand
- Paraphrase to test understanding
- Do not rush the person
- Do not assume

## POSITIVE PROBING TECHNIQUES

1. Open ended questions: use the words – what, where, why, when and how
2. Closed ended questions: these are questions that expect an answer with a 'yes' or 'no'
3. Specific questions: use the words like “what exactly happened when you called the customer” or what exactly do you mean by -----
4. Linking questions/ key word repetition: link your questions to the persona previous response: eg: you said the customer got angry; what happened after that
5. Alternative approaches: e.g we have 3 options to solve this issue; what do you think we should do, we think this might work
6. Non verbal encouragement: nod to agree or use body language to encourage the speaker; you can also use non verbal nods
7. Supportive statements: I understand what you are saying; or i know what you must be going through; let me see how we can help you; would you please give me ----
8. Clarify: when in confusion, ask questions do not assume; say this is what i understood, am I right

### **Do not ask the following kinds of questions**

1. Multiple questions: don' ask like “what is your name, what is the problem and when did you first notice this problem
2. Leading questions or negative questions: you had called about these issues earlier didn't you; you always have these kinds of problems with your compute don't you.

### **HERE'S YOUR CLIENT'S PERSPECTIVE OF YOU.....**

- Do you understand my problem?
- Are you realistic in your methods and approach?
- Do you agree with my analysis?
- Are you focusing on the right issues?
- Are you projecting confidence?
- Are you making me think differently about the problem?
- How long will this take?
- Do you provide me with a sense of urgency?
- Are you adding some new light on the problems?

# TELEPHONE ETIQUETTES FOR PROFESSIONAL CONVERSATIONS

Whether interacting personally or over the telephone, professional telephone etiquettes come in handy when it comes to making the right first impression.

Your tone of voice, self confidence, and communication skills - all contribute in making your telephone conversations professional, courteous and able to make an impact. Proper etiquette leaves callers with a favorable impression of you, your department, and your company in general. You'll also find that others treat you with more respect and are willing to go out of their way to assist you if you use the proper etiquette.

**Some simple tips to follow while answering your own professional calls are:**

- When picking up the phone, it is good practice to identify your Company and yourself to the caller.
- If you don't know the caller; ask his/her name, name of his/her company, his/her designation and the purpose of calling.
- Make use of phrases such as "May I help you", "You are welcome", and "Thank you", etc.
- Always adopt a pleasant tone of voice and be attentive.
- Speak clearly with confidence to avoid misunderstanding or misinterpretation.
- Repeat the key/vital points, if necessary.
- Use appropriate non-verbal communication like proper tone/pitch for modulation of voice.
- Keep a pencil and pad near the phone and jot notes during phone conversations.
- Employ active listening noises such as "yes" or "I see" or "great".
- Don't be rude to the caller; be considerate, calm and courteous.
- Be an active and attentive listener, don't interrupt the conversation.
- Use the hold button when leaving a line so that the caller does not accidentally overhear conversations being held nearby.
- End the call on a positive note. Let the person know how much you enjoyed speaking with him/her.

Remember, in this global marketplace, some of the most powerful business relationships have been between people who have never seen each other. A telephonic conversation can make or break deals or relationships.

# CONFERENCE CALL ETIQUETTE

With today's geographically dispersed teams and travel restrictions, conference call etiquette is a key part of any professional's skill set.

It is a call including more than two parties. A conference may be initiated by an agent or from another source.

## THE DO'S AND DON'TS OF A CONFERENCE CALL

**Find A Quiet Place** – Don't use phones that can pick up background noise as it will be heard on the call; it can be very distracting to other participants.

**No Cell Phones Allowed!** - While cell phones can technically be included in conference calls, and may be necessary in some cases, cell phones can also cause static on the lines and may otherwise affect the quality of the connection.

**Arrive on Time** - Getting to meetings on time is often critical and is a sign of professionalism. This is also true of conference calls. It is difficult for participants to make small talk on a conference call while waiting for a latecomer.

**Set the Agenda** - Set up the meeting in advance and communicate the agenda, dial in number, pass codes and other information. "Spring forward, fall back" is something to keep in mind for your colleagues across time zones.

**Set the Ground Rules Early** - The facilitator or moderator should advise participants of the basic rules of the call before general interaction begins. This includes both general etiquette and any specific rules the moderator thinks are necessary.

**Make Introductions** - After all the expected participants are on line, the moderator should introduce each person and provide a short background or description of that person's responsibilities on the call. This is especially true if there are guests or newcomers on the call.

**Identify Yourself** - When you first enter the call and any time you speak, you should identify yourself by name and location or position. If there are a large number of participants on the line, everyone may not know your voice, and your identification will help to keep the call on track and avoid misunderstandings.

**Never Put a Conference Call on Hold!** - If you put a conference call on hold, one of two things will happen. Either the participants will be forced to listen to your on-hold music or they will not know that you have stepped away and may continue to address you while you're gone. Either way, putting a conference call on hold is considered to be rude.

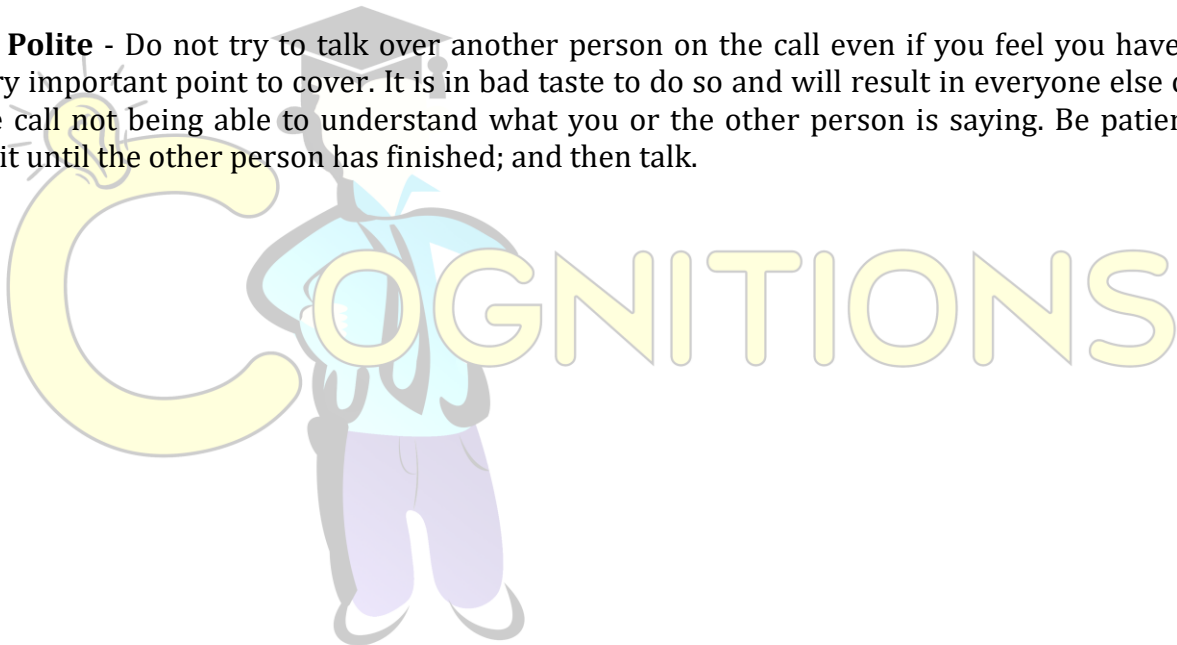


**Call Waiting is a No-No** - The sound of your call-waiting beep can be disruptive and confusing to conference call participants. Conference call etiquette dictates that you will give the call your undivided attention for the length of the call. Quite often the Call Waiting function can be temporarily suspended by touching \*70 prior to the call.

**Mute Speakerphones** - If you are using speakerphones at some locations, and if no one at your location needs to answer a particular question or speak on an issue, you should mute the phone. Speakerphones pick up a lot of background noise, and muting whenever possible will enhance the quality of the call.

**Avoid Shuffling Papers** - One very annoying thing that some people do on a conference call is shuffle papers. It sounds very loud on the phone. Other small potentially noisy habits to avoid are: continually clearing your throat, tapping your pencil, drumming your fingers on the desk, sitting on squeaky chairs, etc.

**Be Polite** - Do not try to talk over another person on the call even if you feel you have a very important point to cover. It is in bad taste to do so and will result in everyone else on the call not being able to understand what you or the other person is saying. Be patient; wait until the other person has finished; and then talk.



## Assertive Communication

Assertiveness is the ability to honestly express your opinions, feelings, attitudes, and rights, *without undue anxiety*, in a way that doesn't infringe on the rights of others.

- It's not aggressiveness; it's a middle ground between being a bully and a doormat.
- It's dependent on a feeling of self-efficacy, a sense that if you behave in a certain way, something predictable will occur.
- Where does non-assertive behavior come from? Many of us are taught that we should always please and/or defer to others, that it is not nice to consider our own needs above those of others, or that we shouldn't "make waves", that if someone says or does something that we don't like, we should just be quiet and try to stay away from that person in the future.

### **If you don't know how to be assertive, you might experience ---**

- Depression. From anger turned inward, a sense of being helpless, hopeless, with no control over your life.
- Resentment. Anger at others for manipulating or taking advantage of me.
- Frustration. How could I be such a wimp? Why did I let someone victimize me?
- Temper/violence. If you can't express anger appropriately, it builds up until it blows .
- Anxiety, which leads to avoidance. If you begin to avoid situations or people that you know will make you uncomfortable, you may miss out on fun activities, job opportunities, relationships, and lots of other good stuff.
- Poor relationships of all kinds. Non-assertive people are often unable to express emotions of any kind, negative OR positive. It's murder for a relationship when the partners can't tell each other what they want and need and how the other person affects them. No one is a mind reader. The same is true for friendships and work relationships.
- Physical complaints. Headaches, ulcers, high blood pressure. We all know what stress does to our bodies, and assertiveness, when it becomes a habit, is a great stress reliever.

## TEN TYPES OF ASSERTIVE RESPONSES

1. **Assertive talk:** Do not let others take advantage of you. Insist upon being treated with fairness and justice. Examples: I was here first; I would like more coffee, please. Excuse me, but I have another appointment; Please turn down the radio; this steak is well done and I ordered it medium rare.
2. **Feeling talk:** Express your likes and dislikes spontaneously. Be frank about your feelings. Do not bottle emotions. Answer questions honestly. Examples: What a marvelous shirt; I am tired as hell; since you ask I much prefer you in another type of outfit.
3. **Greeting talk:** Be outgoing and friendly with people whom you would like to know better. Do not avoid people because of shyness, because you do not know what to say. Smile brightly at people, look and sound pleased to see them. Examples: Hi, how are you? Hello, I haven't seen you in months! What are you doing with yourself these days? How do you like working at...Taking any good courses? What is been happening with so-and-so?
4. **Disagreeing passively and actively:** When you disagree with someone, do not feign agreement for the sake of "Keeping the peace" by smiling, nodding, or paying close attention. Change the topic, look away, and disagree actively and emotionally when you are sure of your ground.
5. **Asking why:** When you are asked to do something that does not sound reasonable or enjoyable by a person in power or authority, ask why you should do it. You are an adult and should not accept authority alone. Request a convincing explanation from an authority figure. Have it understood that you will live up to voluntary commitments and be open to reasonable suggestions, but you are not ordered about at anyone's whim.
6. **Talking about:** When you have done something worthwhile or interesting, let others know about it. Let people know how you feel about things. Relate your experiences. Do not monopolize conversations but do not be afraid to bring them around to yourself when it is appropriate.
7. **Agreeing with compliments:** Do not depreciate yourself or become flustered when someone compliments you with sincerity. At the very best, offer an equally sincere "thank you" or reward the compliment giver by saying, "That's an awfully nice thing to say, I appreciate it." In other words, extend compliments. For example, if someone says, "What a beautiful sweater?" respond with, "isn't it a lovely color? I had a hard time finding it."
8. **Avoid trying to justify opinions:** Be reasonable in discussions, but when someone goes out of his way to dominate a social interaction by taking issue with any comments you offer, say something like, "Are you always so disagreeable?" or "You seem to have a great deal invested in being right regardless of what you say, don't you?"
9. **Looking people in the eye:** Do not avoid the gaze of others. When you argue, express an opinion or greet a person, look him/her directly in the eye.
10. **Saying no:** When a request is unreasonable, when you feel your rights are being denied, or when you feel you're being taken for granted, say, "No" and persist in your "No." Offer other suggestions where such a request might be met. Offer an explanation but don't explain to the point of defensiveness. Example: No, I need to study right now; I

realize that this is an important cause and I certainly wish you the best of luck in getting volunteers, but I must say no.

|    | Linear Active  | Multi- Active  | Reactive                                  |
|----|--|--|---|
|    | Data oriented cultures   | Dialogue oriented cultures   | Combination of both styles                |
|    | North Americans, Western Europe                                    | South Americans, Mediterranean<br>Australia, Middle East, South East | East Asia                                 |
| 1  | introvert/ likes privacy   | extrovert/socialable   | introvert /good listener                  |
| 2  | patient  | impatient  | patient                                   |
| 3  | minds own business   | inquisitive  | respectful                                |
| 4  | does one thing at a time   | does several things at once  | reacts based behaviour of the other party |
| 5  | works fixed hours  | works any hours  | flexible hours                            |
| 6  | punctual   | unpunctual   | punctual                                  |
| 7  | sticks to plans  | changes plans  | makes slight changes                      |
| 8  | sticks to facts  | juggles facts  | statements are promises                   |
| 9  | gets information from statistics,<br>reference books and data base | gets first-hand (verbal) information                                 | uses both                                 |
| 10 | job oriented   | people -oriented   | people oriented                           |
| 11 | unemotional  | emotional  | quietly caring                            |
| 12 | follows correct procedures   | pulls strings  | inscrutable ,calm,                        |
| 13 | delegates to competent colleagues                                  | delegates to relations   | delegates to reliable people              |
| 14 | brief on telephone   | talks for hours  | summarizes well                           |
| 15 | dislikes losing face   | has ready excuses  | ultra honest                              |
| 16 | confronts with logic   | confronts emotionally  | must not lose face                        |
| 17 | rarely interrupts  | interrupts frequently  | doesn't interrupt                         |
| 18 | separates social / professional                                    | interweaves social/professional                                      | connects social and professional          |

## TIPS ON PROACTIVE COMMUNICATION

### WHAT DO CLIENTS WANT TO KNOW?

How things are going

Is something wrong?....can something go wrong?....what are you doing to fix it?

Tell me what I need to do before it is too late

What is working?

What is not working?

How soon will the problem get resolved?

Don't make a promise that you cannot fulfill.

Separate the WHAT and HOW

Escalation does not take away your ownership of the issue. You will still own it to closure

Generate a broad perception that your company is a "good organization/department to do business with." – even to internal customers

Have a warm smile, even if you are on the phone.

Major communication routes:

Face to face

Telephone

Email

Every observable aspect of your company contributes to client perception.

Effective communication is always a two-way process.

Steps for effective communication:

- Listen and understand
- Analyze
- Respond / Clarify – ask questions
- Paraphrase/summarize
- Check for understanding

## BRITISH IDIOMS

**To bend over backwards:** To try very hard and put in lots of effort for something to happen

For example: "His manager bent over backwards to help him have an easier workload."

**To be over the moon:** To be very happy and excited about something

For example: "When she found out she had got the promotion, she was over the moon."

**To let your hair down:** To really relax and feel comfortable

For example: "As soon as the boss left the party, the staff really let their hair down."

**A stiff upper lip:** To keep your emotions to yourself and not let people know when you feel bad

For example: "And men are brought up with this awful burden of having to have a stiff upper lip and not crying at all."

**To burn the candle at both ends:** To regularly stay awake late and get up early because you are too busy

For example: "I'm busy trying to get ready for the holidays and burning the candle at both ends."

**To put your foot in it:** To commit a blunder or indiscretion

For example: "I really put my foot in it when I told him about his surprise birthday party."

**To get (hold of) the wrong end of the stick:** To not understand a situation correctly

For example: "I told him that I liked Judy a lot but he got the wrong end of the stick and thought I wanted to go out with her"

**The gift of the gab:** The ability to speak easily and persuade people with your words.(inf)

For example: "If you want to be a good salesman, you've got to have the gift of the gab."

**At a loose end:**

If you are at a loose end, you have spare time but don't know what to do with it.

**At the end of your tether:**

If you are at the end of your tether, you are at the limit of your patience or endurance.

**On the back foot:**

If you are on your back foot, you are at a disadvantage and forced to be defensive of your position.

**Bad mouth Someone/something:**

When you are bad mouthing, you are saying negative things about someone or something. ('Bad-mouth' and 'badmouth' are also used.)

**Banana skin:**

A banana skin is something that is an embarrassment or causes problems.

**Been in the wars:**

If someone has been in the wars, they have been hurt or look as if they have been in a struggle.

**Belt and braces:**

Someone who wears belt and braces is very cautious and takes no risks.

**Bob's your uncle:**

This idiom means that something will be successful: Just tell him that I gave you his name and Bob's your uncle- he'll help you.

**Brass neck:**

Someone who has the brass neck to do something has no sense of shame about what they do.

**Cheap as chips:**

If something is very inexpensive, it is as cheap as chips.

**Chinese whispers:**

When a story is told from person to person, especially if it is gossip or scandal, it inevitably gets distorted and exaggerated. This process is called Chinese whispers.

**Cut the mustard:**

If somebody or something doesn't cut the mustard, they fail or it fails to reach the required standard.

**Daft as a brush:**

Someone who is daft as a brush is rather stupid.

**Do a runner:**

If people leave a restaurant without paying, they do a runner.

**Do the running:**

The person who has to do the running has to make sure that things get done. ('Make the running' is also used.)

**Dog in the manger:**

If someone acts like a dog in the manger, they don't want other people to have or enjoy things that are useless to them.

**Don't wash your dirty laundry in public:**

People, especially couples, who argue in front of others or involve others in their personal problems and crises, are said to be washing their dirty laundry in public; making public things that are best left private. (In American English, 'don't air your dirty laundry in public' is used.)

**Drunk as a lord:**

Someone who is very drunk is as drunk as a lord.

**Fifth columnist:**

A fifth columnist is a member of a subversive organization who tries to help an enemy invade.

**Flogging a dead horse:**

If someone is trying to convince people to do or feel something without any hope of succeeding, they're flogging a dead horse. This is used when someone is trying to raise interest in an issue that no-one supports anymore; beating a dead horse will not make it do any more work.

**Football's a game of two halves:**

If something's a game of two halves, it means that it's possible for someone's fortunes or luck to change and the person who's winning could end up a loser.

**For donkey's years:**

If people have done something, usually without much if any change, for an awfully long time, they can be said to have done it for donkey's years.

**The Full Monty:**

If something is the Full Monty, it is the real thing, not reduced in any way.

**Get it in the neck:**

If you get it in the neck, you are punished or criticized for something.

**Get the nod:**

If you get the nod to something, you get approval or permission to do it.

**Give it some stick:**

If you give something some stick, you put a lot of effort into it.



**Go spare:**

If you go spare, you lose your temper completely.

**Gone pear-shaped:**

If things have gone pear-shaped they have either gone wrong or produced an unexpected and unwanted result.

**Grey pound:**

In the UK, the grey pound is an idiom for the economic power of elderly people.

**Hard cheese:**

Hard cheese means hard luck.

**Hold the baby:**

If someone is responsible for something, they are holding the baby.

**In a tick:**

If someone will do something in a tick, they'll do it very soon or very quickly.

**In spades:**

If you have something in spades, you have a lot of it.

**Jam tomorrow:**

This idiom is used when people promise good things for the future that will never come.

**Keen as mustard:**

If someone is very enthusiastic, they are as keen as mustard.

**Keep your chin up:**

This expression is used to tell someone to have confidence.

**Keep your wig on:**

This idiom is used to tell someone to calm down.

**Kick your heels:**

If you have to kick your heels, you are forced to wait for the result or outcome of something.

**Lose your lunch:**

If you lose your lunch, you vomit.

**Make a song and dance:**

If someone makes a song and dance, they make an unnecessary fuss about something unimportant.

**Money for old rope:**

If something's money for old rope, it's a very easy way of making money.

**New man:**

A New man is a man who believes in complete equality of the sexes and shares domestic work equally.

**Nosy parker:**

A nosy parker is someone who is excessively interested in other people's lives. ('Nosey parker' is an alternative spelling.)

**Not cricket:**

If something is not cricket, it is unfair.

**Not give a monkey's:**

If you couldn't give a monkey's about something, you don't care at all about it.

**Off your chump:**

If someone is off their chump, they are crazy or irrational.

**On the blink:**

If a machine is on the blink, it isn't working properly or is out of order.

**On the fiddle:**

Someone who is stealing money from work is on the fiddle, especially if they are doing it by fraud.

**On the trot:**

This idiom means 'consecutively'; I'd seen them three days on the trot, which means that I saw them on three consecutive days.

**Pink pound:**

In the UK, the pink pound is an idiom for the economic power of gay people.

**Plain as a pikestaff:**

If something is as plain as a pikestaff, it is very clear.

**Pull your finger out!**

If someone tells you to do this, they want you to hurry up. ('Get your finger out' is also used.)

**Quart into a pint pot:**

If you try to put or get a quart into a pint pot, you try to put too much in a small space. (1 quart = 2 pints)

**Queer fish:**

A strange person is a queer fish.

**Quids in:**

If somebody is quids in, they stand to make a lot of money from something.

**Shanks's pony:**

If you go somewhere by Shanks's pony, you walk there.

**Sound as a pound:**

if something is as sound as a pound, it is very good or reliable.

**Spanner in the works:**

If someone puts or throws a spanner in the works, they ruin a plan. In American English, 'wrench' is used instead of 'spanner'.

**Square Mile:**

The Square Mile is the City, the financial area of London.

**Sticky end:**

If someone comes to a sticky end, they die in an unpleasant way. ('Meet a sticky end' is also used.)

**Sticky wicket:**

If you are on a sticky wicket, you are in a difficult situation.

**Take the biscuit:**

If something takes the biscuit, it is the absolute limit.

**Tally ho!**

This is an exclamation used for encouragement before doing something difficult or dangerous.

**Tears before bedtime:**

This idiom is used when something seems certain to go wrong or cause trouble.

**Ten a penny:**

If something is ten a penny, it is very common. ("Two a penny" is also used.)

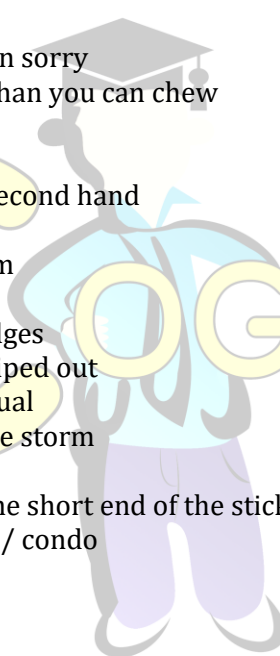
**Thin blue line:**

The thin blue line is a term for the police, suggesting that they stand between an ordered society and potential chaos. (Police uniforms are blue.)

**Wipe the floor with:**

If you wipe the floor with someone, you destroy the arguments or defeat them easily.

## American Idioms



|  |  |
|--|--|
| 1. A level playing field                   | a state of equality, equal opportunity         |
| 2. A nut / nuts                            | crazy person / crazy about something/someone   |
| 3. All part of the game                    | something which is included already            |
| 4. Backfire                                | to come back negatively                        |
| 5. Back seat driver                        | one who orders without being the leader        |
| 6. Back to the drawing board               | to go back to the beginning stages             |
| 7. Back to the salt mines                  | to go back to work                             |
| 8. Bank on                                 | depend upon                                    |
| 9. Bankroll                                | hefty amount of money                          |
| 10. Behind the scenes                      | behind what you are seeing / hearing/ etc.     |
| 11. Benchmark                              | standard                                       |
| 12. Better safe than sorry                 | preventing is better                           |
| 13. Bite off more than you can chew        | take on more than I can handle                 |
| 14. Blown out                              | tired out/exhausted out                        |
| 15. Bottom line                            | profit line / conclusion                       |
| 16. Brand new / Second hand                | shop new / used                                |
| 17. Break the ice                          | break the silence, the newness                 |
| 18. Breathing room                         | some time / space to ease                      |
| 19. Bummer                                 | an unpleasant experience, situation            |
| 20. Burn your bridges                      | unable to get back to past connections         |
| 21. Burned out/wiped out                   | exhausted due to overwork or stress            |
| 22. Business as usual                      | routine  |
| 23. Calm before the storm                  | tranquillity before something explodes         |
| 24. Chicken                                | scared/frightened/ coward                      |
| 25. Come out on the short end of the stick | not treated equally ; to be on the losing side |
| 26. Condominium / condo                    | a home/ unit in a multi-apartment building     |
| 27. Console                                | dashboard                                      |
| 28. Cookie                                 | a sweet biscuit                                |
| 29. Count on                               | depend upon                                    |
| 30. Cover all the bases                    | go over every single detail                    |
| 31. Do the trick                           | to solve the issue                             |
| 32. Don't hold your breath                 | don't wait for something to happen             |
| 33. Earmark                                | identify and set aside                         |
| 34. Elbow room                             | enough space/time                              |
| 35. Fat chance                             | unlikely                                       |
| 36. Flash in the pan                       | a one-time high                                |
| 37. Foot the bill                          | pay the bill                                   |
| 38. Freak out                              | get emotional / over react                     |
| 39. Fried up                               | tired / sunburned                              |
| 40. From hand to mouth                     | just enough                                    |
| 41. Gain ground / Lose ground              | progress / regress                             |
| 42. Get to first base                      | do the first things / to begin to have success |
| 43. Get your act together                  | put it all together                            |
| 44. Hash                                   | to discuss thoroughly                          |

45. Have your cake and eat it, too  
 46. Hear it through the grapevine  
 47. Landslide  
 48. Lay down the law  
 49. Long shot  
 50. loose cannon  
 51. Make a scene  
 52. Make both ends meet  
 53. No brainer  
 54. Nose-dive / Skyrocket  
 55. Not so hot  
 56. Odds and ends  
 57. On the house  
 58. Out in left field  
 59. Out of your mind  
 60. Out on a limb  
 61. Pass the buck  
 62. Personal agenda  
 63. Play it by ear  
 64. Pot calling the kettle black  
 65. Pull no punches  
 66. Rock the boat  
 67. Tear jerker  
 68. The ball is in their court  
 69. The whole nine yards  
 70. Three time loser  
 71. Tie up loose ends  
 72. Tip of the iceberg  
 73. To check out  
 74. To crack up  
 75. To draw a line  
 76. To fall back on  
 77. To go  
 78. To go through the motions  
 79. To have one foot in the grave  
 80. To play hooky  
 81. To throw a curve ball  
 82. Totalled  
  
 83. Track record  
 84. Treading on thin ice  
 85. Turn the tables  
 86. Water under the bridge  
 87. Watered down  
 88. Wear the pants  
 89. Wet blanket  
 90. When hell freezes over  
 91. Windfall

to have something and enjoy it too  
 hear it through gossip  
 huge fall [usually of money or victory]  
 set the rules  
 take a wild chance  
 someone unpredictable; bordering on harmful  
 throw a tantrum  
 barely manage  
 stupid / dead end statement  
 suddenly drop / suddenly rise  
 not so popular  
 bits and pieces  
  
 free  
 to be absolutely wrong/ deviate from regular  
 mad  
 to risk  
 pass the blame to someone/something else  
 individual aims/objectives  
 go along with what is happening  
 a fault pointing to another fault  
 don't give ugly surprises later on  
 upset the smooth sailing  
 emotional  
 they have to make a move now  
 the whole hog  
 unlucky  
 finish up completely  
 just the beginning of something huge  
 to try out / to explore  
 to go mad / sometimes overly laughing  
 to set a limit  
 to have an additional support  
 to pack food and take it away  
 to do something mechanically  
 to be half dead  
 unjustifiable absence from school or work  
 to introduce new and surprising facts, ideas  
 destroyed (usually to describe a badly damaged vehicle)  
 past achievements  
 nothing much to back up  
 to spring an ugly surprise  
 the past  
 diluted  
 behave like a man / one who calls the shots  
 to dampen others' enthusiasm, spirit, energy  
 when things will be the drastic opposite  
 sudden good surprise

## WAYS TO BUILD SELF-CONFIDENCE

1. **Recognize your insecurities.** What does that voice in the back of your mind say? What makes you uncomfortable or ashamed of yourself? This could be anything from acne, to regrets, friends at school or a past traumatic or negative experience. Whatever is making you feel unworthy, ashamed or inferior, identify it, give it a name, and then write it down. You can also tear these written pieces to start feeling positive on those points.
2. **Talk about it with friends and loved ones.** Wear it on your sleeve. Each day you should chip away at it; wear it down. There's no quick fix. Get to the root of the problem; focus on it and understand that you need to resolve each issue before you can move on. Check if it's an old past emotion and if it is really still relevant or applicable in your life today. And that doesn't mean you have to get rid of whatever makes you feel bad (many times, you simply can't). You need to learn to *accept* yourself, your past, your circumstances as they are, without necessarily thinking of them as "bad".
3. **Bounce back from your mistakes.** Remember that no one is perfect. Even the most confident people have insecurities. At some point in any of our lives, we may feel we lack something. That is reality. Learn that life is full of bumps down the road. And that often these insecure feelings come and go, depending on where we are, who we are with, the mood we're in, how we are feeling. In other words, they are not constant.
4. **Identify your successes.** Everyone is good at something, so discover the things at which *you* excel, then focus on your talents. Give yourself permission to take pride in them. Give yourself credit for your successes. Inferiority is a state of mind in which you've declared yourself a victim. Do not allow yourself to be victimized. Express yourself, whether it's through art, music, writing, etc. Find something you enjoy. Everyone is born with talents and strengths. You can develop and excel in yours. If it's difficult to name two or three things you have some ability in or just plain love to do, think about things others do that you would like to do too and take some lessons or join an enthusiasts club. When you're following your passion, not only will it have a therapeutic effect, but you'll feel unique and accomplished, all of which can help build your self confidence. Plus, adding a variety of interests to your life will not only make you more confident, but it will increase your chances of meeting compatible friends!
5. **Be thankful** for what you have. A lot of the times, at the root of insecurity and lack of confidence is a feeling of not having *enough* of something, whether it's emotional validation, good luck, money, etc. By acknowledging and appreciating what you **do**

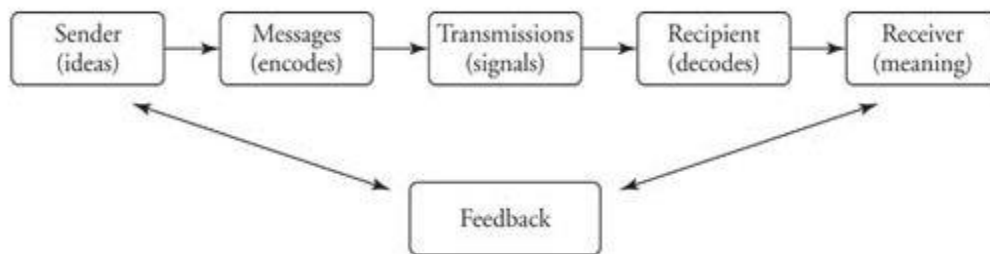
have, you can combat the feeling of being incomplete and unsatisfied. Finding that inner peace will do wonders for your confidence.

6. **Be Positive**, even if you don't feel the same way. Avoid self-pity, or the pity and sympathy of others. Never allow others to make you feel inferior--they can only do so if you let them. If you continue to loathe and belittle yourself, others are going to do and believe likewise. Instead, speak positively about yourself, about your future, and about your progress. Do not be afraid to project your strengths and qualities to others. By doing so, you reinforce those ideas in your mind and encourage your growth in a positive direction.
7. **Accept compliments gracefully**. Don't roll your eyes and say, "Yeah, right," or shrug it off. Take it to heart and respond positively ("Thank you" and a smile works well).
8. **Look in the mirror and smile**. Studies surrounding what's called the "facial feedback theory" suggest that the expressions on your face can actually encourage your brain to register certain emotions. So by looking in the mirror and smiling every day, you might feel happier with yourself and more confident in the long run.
9. **Fake it**. Along the same lines of smiling to make yourself feel happy, acting confident might actually make you believe it. Pretend you're a completely confident version of you; go through the motions and see how you feel!
10. **Stick to your principles**. It might be tough, but if you don't have something you can believe in, you don't have anything. If you don't stand for something, you will fall for anything. No matter what's happened in your life, you can always lay claim to the fact that from this day forward, you've followed your principles to the best of your ability.
11. **Help others**. When you know you're kind to the people around you, and are making a positive difference in other people's lives (even if it's just being kinder to the person who serves you coffee in the morning), you'll know that you are a positive force in the world--which will boost your self confidence.
12. **Avoid perfectionism**: Perfectionism paralyzes you and keeps you from accomplishing your goals.



## THE COMMUNICATION PROCESS

The goal of communication is to convey information—and the understanding of that information—from one person or group to another person or group. This communication process is divided into three basic components: A sender transmits a message through a channel to the receiver. (Figure shows a more elaborate model.) The sender first develops an idea, which is composed into a message and then transmitted to the other party, who interprets the message and receives meaning. Information theorists have added somewhat more complicated language. Developing a message is known as encoding. Interpreting the message is referred to as decoding.



**Figure 1**  
Communication model.

The other important feature is the feedback cycle. When two people interact, communication is rarely one-way only. When a person receives a message, she responds to it by giving a reply.

Otherwise, the sender can't know whether the other parties properly interpreted the message or how they reacted to it. Feedback is especially significant in management because a supervisor has to know how subordinates respond to directives and plans. The manager also needs to know how work is progressing and how employees feel about the general work situation.

**Interpersonal Communication** involves a direct face-to-face relationship between the sender and receiver of a message, who are in an interdependent relationship. Because of interpersonal communication's immediacy (it is taking place now) and primacy (it is taking place here), it is characterized by a strong feedback component. Communication is enhanced when the relationship exists over a long period of time. Interpersonal communication involves not only the words used but also the various elements of nonverbal communication. The purposes of interpersonal communication are to influence, help and discover, as well as to share and play together.

Uses of Interpersonal Communication



Most of us engage in some form of Interpersonal Communication on a regular basis, how well we communicate with others is a measure of our Interpersonal Skills. Interpersonal communication is a key life skill and can be used to:

- Give and collect information.
- Influence the attitudes and behaviour of others.
- Form contacts and maintain relationships.
- Make sense of the world and our experiences in it.
- Express personal needs and understand the needs of others.
- Give and receive emotional support.
- Make decisions and solve problems.
- Anticipate and predict behaviour.
- Regulate power.

#### COMMUNICATING EFFECTIVELY

- Use "I" statements. Simply say what you think or feel about something. "I feel frustrated when people are late to meetings" versus "Some people may think that people who come late to meetings are passive aggressive".
- Describe behaviors without judgment or an evaluative statement. "You interrupted me several times during our staff meeting" versus "you are an attention-seeker and have no care for others".
- Describe your feelings: For instance, "I felt angry when you cut me off during our staff meeting."
- Maintain congruence between your verbal and non-verbal messages. Saying, "I enjoyed your presentation to the board.." with your eyes rolling or a sarcastic tone, will confuse the person and most likely decrease trust which closes communication down.

#### IMPORTANCE OF GOOD NON-VERBAL COMMUNICATION SKILLS

A good example of non verbal communication skills can be found with research done after the 1960s Nixon Vs Kennedy debate. When people were asked who had won the debate, those listening via radio (vocal & verbal) awarded the victory to Nixon. However, those watching on television (visual, verbal & vocal) awarded Kennedy the victory. This example clearly showed how having good non verbal communication Skills (body language) and the way you look, has a big influence on the overall message you convey to your listeners. Whilst Nixon may have been a good persuasive speaker over the radio, his shift and uncomfortable body language made television viewers suspicious and distrustful. Consequently, his message was far less persuasive on TV than it was on radio, simply because of his poor non verbal communication skills.

On the other hand, Kennedy displayed excellent non verbal communication skills with his confident body language that matched what he was saying. This made his message more believable and therefore more persuasive.

## **Types of Communication Skills**

From the Kennedy Vs. Nixon Study, it was concluded that overall communication is perceived in 3 main ways:

55% Visually – This includes body language and how you look.

38% Vocally – How you sound and how you speak

7% Verbally – the actual words you speak

When you add the visual and vocal components of communication together, you can see that non verbal communication accounts for 93% of the impact of your message! By contrast, the words you use only account for 7%.

## **Developing Effective Communication Skills**

While this research does provide a good example of the importance of non verbal communication skills, the messages you speak are not always perceived in the same percentages.

This is because different circumstances will place emphasis on different communication skills, for example:

### **Visual Communication**

If you were making a presentation in which you were establish credibility, make a good initial impression or build up a relationship with your listener, then body language will tend to be the most important factor.

### **Verbal Communication**

Should you change it to a more intimate face to face communication, such as making a sale or negotiation which is primarily information focused, then words tend to have the greatest impact.

### **Vocal Communication**

But if you are speaking where people can't see such as the radio, then the vocal component will be the most important factor in communicating effectively.

## Communicating Effectively

If the content (verbal) were everything, then one could just read the entire presentation from a manuscript, head down in a monotone voice without much vocal inflection or any eye contact. And this effort would probably be a waste of everyone's time.

It is important to note that while a certain situation may call for a certain form of communication, the other forms of communication should not be ignored.

For example, if you are speaking confidently (vocal), but your body language suggested you were uncomfortable being there (visual), then you will send a conflicting image to the listener.

The following example should help illustrate incongruence in verbal and non-verbal communication.

Verbal: "I do not have a problem with you!"

Non-Verbal: person avoids eye-contact, looks anxious, has a closed body language, etc.

It becomes more likely that the receiver will trust the predominant form of communication, which to Mehrabian's findings is non-verbal (38 + 55 %), rather than the literal meaning of the words (7 %).

The non-verbal elements are particularly important for communicating feelings and attitude, especially when they are incongruent: if words and body language disagree, one tends to believe the body language.

## SUBJECT VERB AGREEMENT RULES WITH EXAMPLES

### RULE 1

Subjects connected by 'and' or by 'both.....and' usually require a plural verb.

***Smith and Jones are on leave today.***

***Both Smith and Jones are on leave today.***

### RULE 2.A

Singular indefinite pronouns acting as subjects take on singular verbs

***Nobody has anything now.***

***Somebody was here yesterday.***

***Everything was over by the time we went.***

### RULE 2.B

Plural indefinite pronouns acting as subjects take on plural verbs.

***Few were asked to leave.***

***Several were asked to leave***

### RULE 2.C

The in-between indefinite pronouns acting as subjects become singular or plural depending upon the number of the noun that they refer to, and accordingly, take on singular/plural verb match.

***All of the cake is over.***

***All of the chocolates are over.***

***Most of the people were tired.***

***Most of the group was tired.***

### RULE 3

If the subject consists of two or more words that are connected by '**or, either.....or, neither.....nor, not only.....but also**', the verb agrees with the subject that is closer to it.

***Neither the students nor the teacher was present.***

***Neither the teacher nor the students were present.***

### RULE 4

The verb must agree only with the subject and not with the other that comes along with it.

***This man, along with his two assistants, has been sourcing office supplies for us.***

### RULE 5

Words that refer to distance, amounts, and measurements take on singular verbs when they represent a total amount BUT plural verbs when they refer to a number of individual items.

***Hundred Rupees is a lot of money.***

***Dollars are often used instead of Rubles in Russia.***

### RULE 6

'The number' when used as a subject always requires a singular verb.

***The number of people in the room was very less.***

### RULE 7

'A number' when used as a subject always requires a plural verb.

***A number of people were there.***

### RULE 8

Nouns such as civics, mathematics, dollars, measles, and news require singular verbs.

***Mathematics is an interesting subject.***

### RULE 9

Nouns such as scissors, tweezers, trousers, and shears require plural verbs. (There are two parts to these things.)

**These trousers are made of linen.**

## COMMON PATTERNS IN WORD ORDER

### 1. ***Subject + Verb***

Michael eats

### 2. ***Subject + Verb + Direct Object***

Michael eats apples

### 3. ***Subject + Verb + Indirect Object + Direct Object***

Michael bought me a present

### 4. ***Subject + Verb + Direct Object + preposition + Indirect Object***

Michael bought a present for me

### 5. ***Subject + Verb + Object + Manner + Place + Time*** (remember **MUPPET** which stands for **Manner, Place and Time**)

Michael had dinner quietly at home yesterday

### 6. ***Time + Subject + Verb + Object + Manner + Place***

Yesterday Michael had dinner quietly at home

**Frequency adverbs (always, seldom, often, etc...) should be placed before the main verb, but after the verb TO BE**

### 7. ***Subject + Frequency Adverb + Verb + Rest of the sentence***

Michael usually invites his friends to dinner

### 8. ***Subject + TO BE + Frequency Adverb + Rest of the sentence***

Michael is always at home by nine o'clock