

Course Code: OE116KP

III Year B.Tech II SEMESTER
BEHAVIOURAL SKILLS AND PROFESSIONAL COMMUNICATION
OPEN ELECTIVE – 2

Academic Year 2022-2023

Department of Humanities and Mathematics
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BEHAVIOURAL SKILLS AND PROFESSIONAL COMMUNICATION

OPEN ELECTIVE – 2

THIRD YEAR B.TECH II SEMESTER

CONTENTS

- UNIT – 1 : Life Skills
- UNIT – 2 : Critical Thinking Skills
- UNIT – 3 ; Managerial Skills
- UNIT – 4 : Professional Skills
- UNIT – 5 : Human Values and Professional Ethics

MODEL QUESTION PAPER

Syllabus

Psychometric Tests

BEHAVIORAL SKILLS AND PROFESSIONAL COMMUNICATION

Course Objectives:

1. To achieve the desired life skills and social skills in their workplace.
2. To enable the students to handle and to overcome the professional challenges and conflicts in a working environment.
3. To facilitate the students to understand and develop their managerial skills in a professional environment.
4. To help the students understand professional and cross cultural communication through digital technologies.
5. To develop critical thinking skills for speech and writing.

Course Outcomes:

After the completion of the course, the students will be able to

1. Communicate with more confidence and self-esteem.
2. Give better presentation and explanation using digital aids and tools.
3. Perform effectively and efficiently in the work place environment.
4. Exhibit better tolerance and receptiveness in understanding and accepting diversity.
5. Apply higher thinking order in the self-development process.
6. Equip oneself to handle the work related challenges and conflicts professionally.

BUSINESS SKILLS AND PROFESSIONAL COMMUNICATION

UNIT – 1

LIFE SKILLS

- 1. BEHAVIORAL SKILLS**
- 2. PROFESSIONAL COMMUNICATION**
- 3. LIFE SKILLS**
- 4. SOCIAL SKILLS**
- 5. CONFIDENCE BUILDING AND SELF-ESTEEM**
- 6. Attitude**
- 7. Professional Etiquette and Manners**
- 8. Johari Window**

UNIT – 1: BEHAVIORAL SKILLS

1.1 What are Behavioral skills?

Developed in the 1970s by various industrialist psychologists, behavioural skills are one of the key factors used to assess one's performance and attitude. These skills are often termed as good character, friendliness, maturity, and common sense. Most people tend to make this mistake of thinking that these characteristics come naturally as a part of being good or smart, but it is not limited to that. Behavioural skills are not restricted to your actions but help in determining your chain of thoughts and emotions. Most of these skills are social in nature that helps you better connect with people.

1.2 Importance of Behavioral skills.

Behavioural skills play an important role in personality development, career growth as well as incorporating an inclusive corporate culture. Here are the top reasons why behavioural skills are important:

- Behavioural skills help you become a better leader.
- They help in accelerating career growth by equipping you with adaptability and **transferable skills**.
- These skills also contribute to personality development by enhancing your communication skills, workplace behaviour and organisational skills.
- They boost your employability by making you an effective candidate for your chosen career.
- Behavioural skills build confidence and proactivity thus help you become a better individual, personally and professionally.
- These skills enhance the work culture as employees communicate better within teams, take up leadership roles and become productive.
- They inculcate a welcoming, empathetic and inclusive workplace.

1.3 Essential Behavioral skills.

Gone are the days when traditional skills development training programs or educational qualifications were sufficient to prepare you for workplace

success. Today, firms want their employees to excel, not just in their work but also their interpersonal skills, irrespective of the position they hold. Though theoretically, it should be inculcated as a lifelong learning habit, companies often fall short of this objective due to several external and internal factors affecting their executive education system.

The future of work is highly digital, connected, and collaborative. Behavioral skills specialists believe that employees need to focus on developing specific people skill sets to be successful and happy at work.

1.4 Here are the top 10 behavioural skills for students and employees:

1. **Communication**
2. **Conflict Resolution**
3. **Self Improvement**
4. **Time Management**
5. **Stress Management**
6. **Patience**
7. **Balance Between Professional & Personal Life**
8. **Empathy**
9. **Decision-Making**
10. **Problem-Solving**

1. Communication

Communication is a vast area to explore with different sub-skills ranging from appropriate body language and eye contact to the ability to write a clear and accurate piece of information. One of the major communication skills includes the accuracy in listening and following instructions. We often tend to ignore what people say or even ask for follow-ups to check their understanding. This leads to inaccurate assumptions and creates inefficiencies and frustrations at work. Having excellent communication skill can actually help you efficiently grow in an organisation.

2. Conflict Resolution

There are situations of imbalance and friction within an organisation due to the conflict of interests or disagreements between employees. Resolution can be seen as an offshoot of communication, though it is a distinguished skill that is hard to develop due to hesitation and intimate nature of the workplace. In its worst cases, these conflicts can intensively grow and damage relationships and personal reputation. Moreover, it can also affect the company as a whole. Therefore, conflict resolution is one of the most important behavioural skills that teach ways to resolve different types of conflicts, make individuals aware of the potential problems and also facilitate teamwork and cooperation among employees. Feedbacks can help build coordination among people.

3. **Self Improvement**

Having an insatiable curiosity as well as a persistent attitude towards self-improvement is amongst the pivotal behavioural skills to inculcate in yourself. Having a limited knowledge will only lead to the repeated form of tasks carried out every day while augmenting your knowledge about new things will help you grow and explore new horizons. This is why working on self-improvement must be a crucial aspect to consider on your journey to furnish behavioural skills.

4. **Time Management**

One of the underrated attributes of an employee, time management does not refer to the employee's ability to meet deadlines, but an efficient organisation and execution of their work to complete a particular task on time. While time management relies more on the abilities and habits of the employee, you can develop efficiency in your performance. Behavioural skills include removing distractions such as cell phones and social media to ensure that you are fixed on your schedule. Try to place your assignments into short multiple goals that can help you push yourself and achieve them quickly.

5. **Stress Management**

From juggling multiple tasks and responsibilities at work to facing personal struggles at home, an individual cannot escape the underlying stress throughout their day. This is where an important behavioural skill comes to your rescue. Stress management is a skill everyone needs to master in the present times where our entangled devices and even more complicated lives can increase our tendency of getting stressed, anxious and depressed easily. While workplaces have started adopting activities to help their employees take time away from their stressful schedules, adapting efficient stress management strategies on the personal front can surely transform your outlook on life. To implement better stress management in your daily routine, the best ways to tackle the intense situations is through meditation, yoga, physical activities such as running even for a half an hour, etc. can amazingly guide you towards becoming good at handling stress and implement equanimity in your life.

6. **Patience**

This is one of the less conventional skills on the list, but has an important role to play. In this fast-paced world reinforced by technology, we forget that everything takes its own time and all you need is a little patience to hold onto your emotions and personal greed. Some of the important behavioural skills in this section include time training, completing projects, improving skills and meeting goals.

7. **Balance Between Professional & Personal Life**

Amongst the most crucial behavioural skills, bringing a balance between your work tasks as well as personal is quite a tricky task. Strenuous work schedule can definitely impact your physical and mental well-being and this is why it becomes paramount to ensure that there is a healthy equilibrium between these two aspects of your life. So, it is good to devote yourself fully to your work and passionately contribute to the growth of your organisation but it is also important that you cultivate self-awareness of your limits as well as health which will only help you work in the most effective and efficient manner.

8. **Empathy**

Empathy is one of the top behavioural skills for employees in the workplace as well as in one's personal life as well. It can be simply defined as awareness or sensibility to understand another person's emotions and feelings from their point of view. In a workplace, empathy plays a key role in building a strong team where members are aware of each other's sensibilities and perspectives and the team leader is able to delegate tasks knowing what every member is capable of doing.

9. **Decision-Making**

The ability to make decisions in an efficient and effective way is another important behavioural skill that can help you thrive in your career. In order to take a particular decision, you must gather the requisite information, assess alternative resolutions, learn about the pros and cons and then approach the problem. This process can be rigorous but taking optimal decisions can take you far in life thus making it an essential skill to be successful in the present ever-evolving world.

10. **Problem-Solving**

Whether you are a manager or a team member, you would need good problem-solving skills to accomplish any goal or milestone at work. In order to solve a problem, you must first identify the issue, prioritize, find alternative solutions and then implement those solutions to see how effectively it works for you. This is one of the most in-demand behaviour skills in every job sector because as an excellent problem-solver, you can be a good leader as well as team member and succeed better in your workplace.

1.5 **Professional Communication**

The term *professional communication* refers to the various forms of speaking, listening, writing, and responding carried out both in and beyond the workplace, whether in person or electronically. From meetings and presentations to memos and emails to marketing materials and annual reports, in business communication, it's essential to take a professional, formal, civil

tone to make the best impression on your audience, whether its members be your colleagues, supervisors, or customers.

2.PROFESSIONAL COMMUNICATION

2.1 Importance of Professional Communication

Some benefits of effective communication you will see in- and outside your office when you take the time to nurture these skills.

- **Building trust**

Effective communication fosters trust with others. Your ability to listen attentively and embrace different points of view helps others trust that you are making optimal decisions for everyone in the group. As you serve as a role model, this trust will extend to your team and they will feel as though they can trust their teammates to fulfill their duties and responsibilities.

- **Preventing or resolving problems**

The ability to communicate effectively plays a large role in resolving conflicts and preventing potential ones from arising. The key is to remain calm, make sure all parties are heard and find a solution that is ideal for everyone involved.

- **Providing clarity and direction**

With effective communication skills, you're able to deliver clear expectations and objectives for your team. This involves finding constructive ways to point out when something isn't working as well as providing helpful feedback to get people back on track. They will understand their specific tasks and responsibilities, as well as those of their teammates, which will help eliminate conflicts and confusion.

- **Creates better relationships**

Good communication also improves relationships, both with employees and in your personal life with friends and family members. Listening carefully and offering quality feedback helps people to feel heard and understood. This, in turn, nurtures mutual respect.

- **Increases engagement**

With people feeling more confident in their work and in their understanding of what they need to do, they become more engaged with their work as a whole. According to a recent study exploring the psychology of employee engagement, only 15% of adult employees are engaged with their employers. By prioritizing effective communication, you can increase engagement, and thus boost satisfaction, among your team members.

- **Improves productivity**

When team members understand their roles, the roles of others and your expectations, they can focus more on their work and less on workplace issues. With effective communication, conflicts are resolved quickly, employees can better manage their workload and distractions are minimized. These benefits contribute to greater productivity for you and your team.

- **Promotes team building**

With improved communication, team members will be better able to rely on each other. You will not have one team member feel as though they have to carry the entire group. This improved division of labor will encourage positive feelings and relationships between the team members, which leads to improved morale and work experiences.

Good communication skills can play an important role in nurturing positive work experiences for your entire team. As people feel listened to and understood by you, you naturally improve your work environment. If you want to learn more about how to improve your leadership skills, including your communication strategies, take a look at our [Effective Communication](#) workshop at PCC. This condensed workshop will demonstrate the impact communication skills have on other people, at work and in life.

2.2 Forms of Communication in the Workplace

Still not convinced that having strong professional communication skills will benefit you in your career? Here are five areas in which having a strong grasp of language and ability to communicate effectively is essential. No matter what your industry or job is, you'll almost definitely encounter them at least once during your career.

1. Interviews

Having strong oral communication skills is key to nailing job interviews. In order to demonstrate your ability to do the job well, you'll have to be able to express yourself in areas such as:

- Your work experience
- Goals
- Attitude
- Ideas

In addition, many hiring managers will be evaluating your interpersonal communication skills as a measure of how well you'll interact with your team because this is often an important aspect of any position.

Even in highly technical positions, such as programming, you'll likely have people evaluating your soft skills, which include general communication, along with your technical skills.

2. Group projects

Your ability to work well in a group often depends on your ability to communicate effectively. When you're collaborating with others—which is a given for most positions—team members need to be in constant communication to make sure the project is going as planned. For specific projects, you may need to work together to develop communication strategies that work for everyone.

3. Writing

Don't consider yourself a strong writer? Well, that's something you'll have to change.

You don't need to be Shakespeare, of course, but in order to succeed in the professional world, you'll have to be able to master solid writing skills, because no matter what your job is, you'll probably have to write at least occasionally. You'll need to write:

- Emails
 - Reports
 - Business proposals
- and more.

4. Presentations

Do you hate public speaking? So do I. But at some point in your career, you may be tasked with speaking to an audience, whether it's sharing data at a meeting, delivering a report to the board at your company, or sitting on a panel at an industry event. And having strong oral communication skills will help you speak well and deliver your presentation flawlessly.

5. Management

Leaders need to be able to communicate with everyone from reports to their own managers to the public. If you're able to effectively communicate your mission and goals to employees and explain to them why they're doing the work they're doing, they will likely be more satisfied knowing that their work has a purpose. And since your ability to deliver results depends on your team members' ability to do their jobs well, this means a better company and product overall.

Additionally, you'll need to communicate your mission to the public to encourage them to use your product or service. Even if you're not a marketer, as you advance in your career, you'll need to develop skills to communicate your company's value.

6. Communication matters

No matter your job or industry, communication is fundamental to your career success. From mastering your interview to managing a team, your ability to communicate your thoughts and ideas can make or break your career.

2.3 Ways to develop Professional Communication

In a recent survey, Deloitte found that communication skills are the most important quality of a leader.

Here's a list of the most critical traits for a leader to possess, according to survey respondents:

- Communication skills 71%
- Hardworking 68%
- Flexible 58%
- Confident 58%
- Patient 53%
- Assertive 27%
- Resilient 27%
- Independent 18%
- Authoritative 16%
- Proud 14%

Steve Jobs inspired his employees to strive for perfect hardware products. Jack Welch mentored the senior leadership team of GE to new heights. Jeff Bezos is known for articulating the Amazon ethos clearly to employees and the world. All of these leaders possess outstanding leadership skills.

2.4 Steps to improve Professional communication

STEP 1 Understanding the Basics of Communication Skills



1. Know what communication really is. Communication is the process of transferring signals/messages between a sender and a receiver through various methods (written words, nonverbal cues, spoken words). It is also the mechanism we use to establish and modify relationships.

STEP 2 Have courage to say what you think



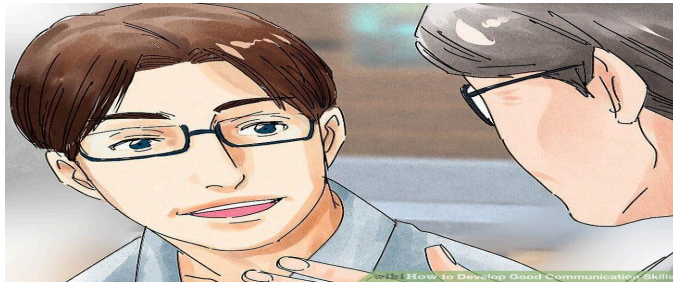
2. Have courage to say what you think. Be confident in knowing that you can make worthwhile contributions to conversation. Take time each day to be aware of your opinions and feelings so you can adequately convey them to others. Individuals who are hesitant to speak because they do not feel their input would be worthwhile need not fear. What is important or worthwhile to one person may not be to another and may be more so to someone else.

Step 3 Practice.



3.Practice. Developing advanced communication skills begins with simple interactions. Communication skills can be practiced every day in settings that range from the social to the professional. New skills take time to refine, but each time you use your communication skills, you open yourself to opportunities and future partnerships.

STEP 4 Engaging Your Audience - Make eye contact.



4. Make eye contact. Whether you are speaking or listening, looking into the eyes of the person with whom you are conversing can make the interaction more successful. Eye contact conveys interest and encourages your partner to be interested in you in return.

One technique to help with this is to consciously look into one of the listener's eyes and then move to the other eye. Going back and forth between the two makes your eyes appear to sparkle. Another trick is to imagine a letter "T" on the listener's face ,with the crossbar being an imaginary line across the eye brows and the vertical line coming down the center of the nose. Keep your eyes scanning that "T" zone.

STEP 5 Engaging Your Audience – Use gestures



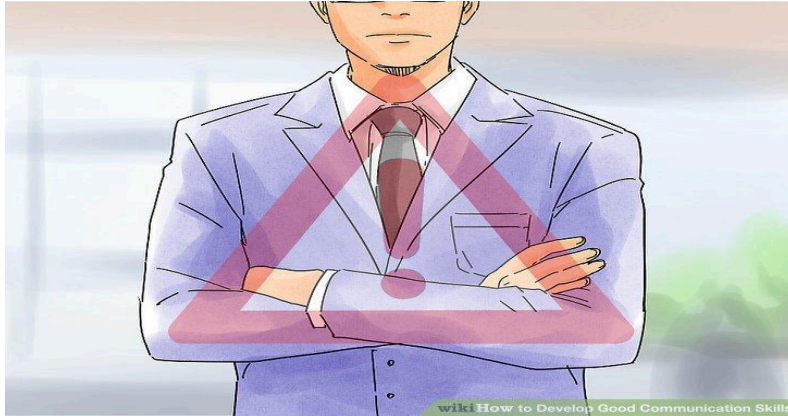
5. Use gestures. These include gestures with your hands and face. Make your whole body talk. Use smaller gestures for individuals and small groups. The gestures should get larger as the group that one is addressing increases in size.

STEP 6 Don't send mixed messages.



6. Don't send mixed messages. Make your words, gestures, facial expressions and tone match. Disciplining someone while smiling sends a mixed message and is therefore ineffective. If you have to deliver a negative message, make your words, facial expressions, and tone match the message.

STEP 7 Be aware of what your body is saying



7. Be aware of what your body is saying. Body language can say so much more than a mouthful of words. An open stance with arms relaxed at your sides tells anyone around you that you are approachable and open to hearing what they have to say.

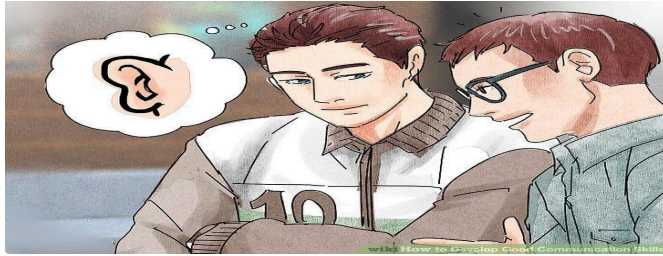
- Arms crossed and shoulders hunched, on the other hand, suggest disinterest in conversation or unwillingness to communicate. Often, communication can be stopped before it starts by body language that tells people you don't want to talk.
- Appropriate posture and an approachable stance can make even difficult conversations flow more smoothly.

STEP 8 Manifest constructive attitudes and beliefs.



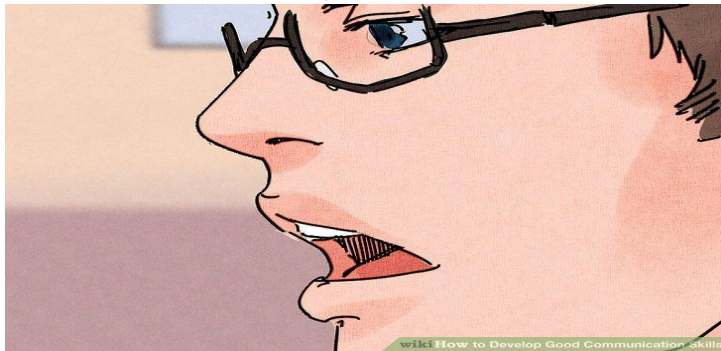
8. Manifest constructive attitudes and beliefs. The attitudes you bring to communication will have a huge impact on the way you compose yourself and interact with others. Choose to be honest, patient, optimistic, sincere, respectful, and accepting of others. Be sensitive to other people's feelings, and believe in others' competence.

STEP 9. Develop effective listening skills



9. Develop effective listening skills: Not only should one be able to speak effectively, one must listen to the other person's words and engage in communication on what the other person is speaking about. Avoid the impulse to listen only for the end of their sentence so that you can blurt out the ideas or memories your mind while the other person is speaking.

STEP 10 Enunciate your words.



10. Enunciate your words. Speak clearly and don't mumble. If people are always asking you to repeat yourself, try to do a better job of articulating yourself in a better manner.

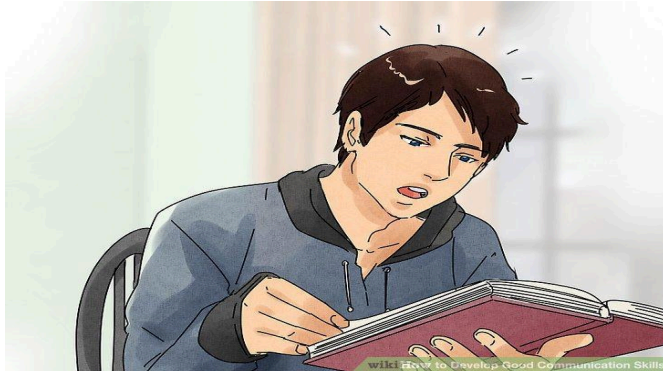
STEP 11 Pronounce your words correctly.



11. Pronounce your words correctly. People will judge your competency through your vocabulary. If you aren't sure of how to say a word, don't use it.

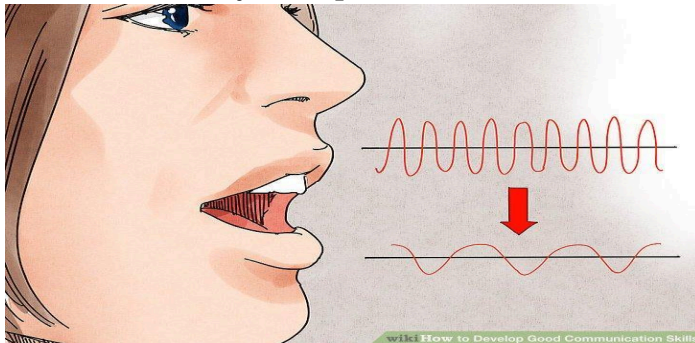
Improve your vocabulary by reading new words in daily routine. Look in the dictionary to help you learn how to pronounce a new word.

STEP 12 Use the right words.



12. Use the right words. If you're not sure of the meaning of a word, don't use it. Grab a dictionary and start a daily habit of learning one new word per day. Use it sometime in your conversations during the day.

STEP 13 Slow your speech down



13. Slow your speech down. People will perceive you as nervous and unsure of yourself if you talk fast. However, be careful not to slow down to the point where people begin to finish your sentences just to help you finish.

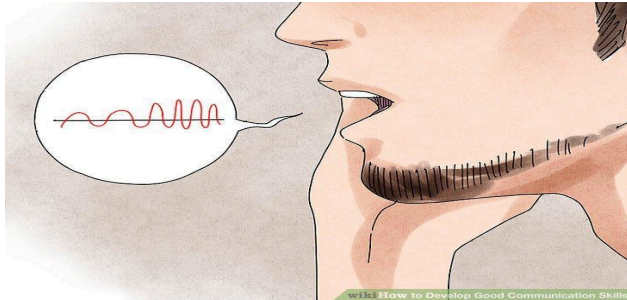
STEP 14 Develop your voice.



14. Develop your voice. A high or whiny voice is not perceived to be one of authority. In fact, a high and soft voice can make you sound like prey to an

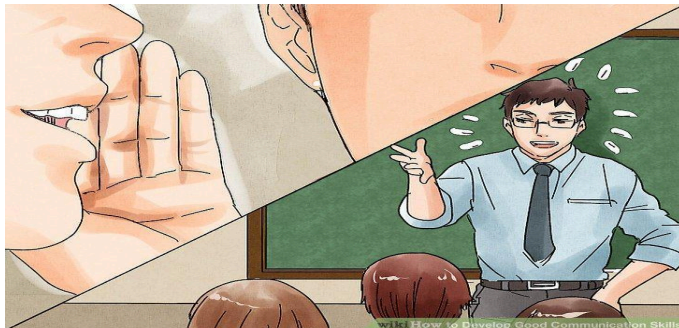
aggressive co-worker or make others not take you seriously. Begin doing exercises to lower the pitch of your voice. Try singing, but do it an octave lower on all your favorite songs. Practice this and, after a period of time, your voice will begin to lower.

STEP 15 Animate your voice.



15. Animate your voice. Avoid a monotone and use dynamics. Your pitch should raise and lower periodically. Radio DJ's are usually a good example of this.

STEP 16 Use appropriate volume.



16. Use appropriate volume. Use a volume that is appropriate for the setting. Speak more softly when you are alone and close. Speak louder when you are speaking to larger groups or across larger spaces.

LIFE SKILLS

3.1 What are Life Skills?

Humans have continuously evolved over the centuries.

Adapting and making a hostile environment easy to live is ingrained in human beings. Centuries worth of self-preservation deeply seated in humans has made them acquire several life skills.

Any skill making living life easy is termed as 'life skills'. Life skills are inevitably required to live life and are essential to our day-to-day lives. There are various types and kinds of life skills that one may choose to acquire.

Some skills are passed down to us from our parents. These are essential skills and will always be in need. It is unlikely to get out-dated. Other skills we acquire during specific times in our lifetime. Both of them help us in different ways.

Several life skills are required in different areas of life. Students require skills that help them absorb everything. People seeking jobs need leadership and work skills. People intending to get married or start children need family and parenting skills.

The idea of life skills is as old as it can get.

Back then, we did not give it a term, but life skills are the skills we acquire and need to thrive in life. Different people require different life skills in their lifetime. It varies from person to person and depends on their need.

Nowadays, various schools and institutions help integrate life skills into the life of the students. Several programs are designed for this specific reason.

This is done with the intent to help them secure their future with ease and comfort. Learning various skills and honing them not only makes life easier to navigate but also eliminates unnecessary stress and worry.

While talking about the significance of life skills in our lives, Daniel Goleman, an author and science journalist once said-

“Motivation aside, if people get better at these life skills, everyone benefits: The brain doesn't distinguish between being a more empathic manager and a more empathic father.”

Let us have a look upon some of these life skills here and now-

Examples of Life Skills

- Study Life Skills for the students at school or university
- Negotiation Life Skills while buying a house
- Employability Life Skills to get a job
- Leadership Life Skills while leading teams or groups
- Parenting Life Skills while starting a new family
- Ability and willingness to learn for improving your lifestyle

So, such life skills are quite pertinent for making our lives more empowering, satisfying and result-driven. Now the time has come to go through some of the different types of life skills straight away-

3.2 Types of Life Skills

Various kinds of life skills are required in different scenarios. We are going to enlist some of those below-

1) Will to learn:

Various kinds of life skills are required in different scenarios. We are going to enlist some of those below-

Without this, we cannot absorb other skills. You should always be willing to learn new things and skills. All these skills will help make your life better.

We must never stop learning skills. Quit mentality does not help us in any way. We should be ready to learn and adapt to new skills every day.

In the words of Rickson Gracie, a Brazilian 9th-degree red belt in Gracie Jiu-Jitsu and a retired mixed martial artist-

“Willingness to learn is the mark of a youthful mind.”

2) To think critically

Critical thinking is the skill that ensures that we believe in an organized, rational way before taking any decisions.

Thinking irrationally or too fast and doing actions based on that can prove to be disastrous.

Some of the critical thinking skills include- observation, analysis, identification, and explanation. This life skill helps us critically think before we take any action that may have a significant impact on our lives.

You need to use your brain and mind for making your own decisions because as Aristotle says-

“It is the mark of an educated mind to be able to entertain a thought without accepting it.”

3) To be self-aware

Self-awareness plays a significant role in character development.

We must know ourselves as much in detail as possible. Knowing our strengths, weaknesses, and concerns not only helps us in honing the areas that are deficit but also helps protect us from others.

Self-awareness is the solution to most of the problems in our life.

Sharpening our strengths and correcting our weaknesses help us solidify our goals. We must never stop honing ourselves and make ourselves better.

In his novel Invisible Man, Ralph Ellison says that-

“When I discover who I am, I’ll be free.”

Being self-aware is one of the vital life skills that enable us to know who we are and hence guide us towards growth and success.

4) Stress management

Stress is an inevitable part of our lives. We must know how to manage stress.

The negative impact that stress has on our life is vast and varies from person to person. It leads to physical, mental and emotional trauma.

There are various ways by which we can relieve ourselves from stress.

Positive attitude, acceptance of reality and time management are some of the ways you can reduce stress. The importance of this life skill lies in the fact that stress is hazardous and can have fatal consequences.

By incorporating stress management as one of the life skills in our lives, we will be able to stay calm and motivated in the toughest of the situations.

5) Decision making

While talking about the significance of decision making as one of the vital life skills, José N. Harris, write of MI VIDA: A Story of Faith, Hope, and Love once said-

“Waiting hurts. Forgetting hurts. But not knowing which decision to take can sometimes be the most painful...”

Various types of decisions plague us all our life.

We undoubtedly have to make several decisions with or without knowing the consequences it may render.

Decision-making skills help us to assess the situation and make firm decisions. Once taken, try to stick to the decisions that you made.

This skill is highly valued in job fields. Various jobs require you to make decisions within a snap of a minute. Learning how to do so enhances your career and gives you better chances.

6) Personal skills

These vary from person to person depending on their preferences, where they live and their socio-economic conditions.

Some skills that may seem necessary to you might be a luxury to others. But, there are some skills that everyone regardless of race, colour, gender, and socio-economic background need to adapt to survive.

Some skills are necessary for all. This includes how to read and write. Tying up shoelaces or how to eat are also skills that are required by all.

People living in villages and remote areas may find farming and skills related to it relevant. This is because agriculture predominates their life, and there is little room for anything else. This may seem entirely out of the box for people living in cities.

Driving is a skill that most people living in cities find necessary. Driving helps them move from one place to another and helps them in numerous ways. This might not be significant for others not living in the city.

7) Emotional intelligence :

Emotions rule us in ways that the brain fails to do at times.

It is essential to recognize our emotions and act accordingly. Learning to express our feelings is a positive step towards, making life better and relaxed.

Pent up feelings only become a source of the roadblock in our life.

It is essential to find healthy ways to cope with negative feelings. If you cannot handle those overwhelming emotions, it is better to seek professional help rather than ignoring them.

8) Creativity

Creativity is what sets us apart from others.

It makes us unique and creates a specific image for us. Creativity helps you to remove the shackles of the usual norms and gives you the freedom to find your niche.

So, be creative and don't follow others blindly.

Take inspiration, understand the work and then perform your action implementing your creativity.

9) Problem solving

Problems are never-ending, and we need skills that help us solve them.

Problem-solving skills help us identify the problem and categorize it.

Then, we can assess the problem and take some preventive measures.

Unsolved problems could cause mental trauma and lead to fatal consequences.

10) Communication

Communication is a critical factor in any relationship.

We need to be able to communicate effectively to survive.

Communication entails understanding what others are telling and being able to express what you want to say to others.

11) Perspective

Often people tend to forget that the situations people are in are always different.

There can be several viewpoints for a situation. Perspective helps us to put ourselves in the shoes of the other person.

It is essential to absorb this skill as understanding others leads to the removal of misunderstanding and emotional stress.

12) Empathy

People often express sympathy but not empathy.

Sometimes, pity can make things worse, but empathy will take you a long way.

The willingness to understand and share the feelings of the other person not only makes you a

13) Study skills

Not only students but people from different age brackets also need these skills.

Study skills include how to read and write.

Reading helps you gain vast knowledge about the outside world. Writing helps you get jobs and better opportunities.

14) Negotiation

Nothing is going to be handed to you on a silver platter.

We must know how to negotiate. Negotiating life skills guides us in various ways, from jobs to household expenses.

A good negotiation not only saves your money but gives you a confidence boost too.

John Fitzgerald Kennedy, the 35th president of the United States once said-

“Let us never negotiate out of fear. But let us never fear to negotiate.”

So, negotiation is one of the essential life skills that enable us to get favorable outcomes in many unfavorable situations.

15) Relationships

Human beings are social. All our life, we spend everything on building relationships.

We must know how to handle and maintain these relationships we have made.

Honesty, communication, and effort are some of the ways you can make a relationship prosper.

With the right kinds of relationship life skills, you will be able to use networking, communication, and other interpersonal skills in different life situations so that you can manage different life challenges successfully.

3.3 Benefits of Life Skills

Life skills not only make your life easier but also make you a better human being.

It teaches you to live life with dignity all the while achieving all the personal goals you set for yourself. It helps you be a better citizen by making your self aware and more prone to adaptability.

The importance of life skills can be detected when one accomplishes something in life.

Most of our achievements are interlinked with the life skills we have imbibed for so long. Their importance and need in our life is undeniable and cannot be questioned.

3.4 Life Skills Wrap Up!

Life skills are the lifeline we need to guide through life.

These help us in immeasurable ways and help us achieve whatever we dare to dream.

Their importance is incomprehensible, and the roles that various educational institutions play in helping us learn the life skills are enormous.

Learn whatever life skills you need and navigate life in your way!

4. SOCIAL SKILLS

Social skills are essential in building both personal and professional relationships. Demonstrating strong interpersonal skills can help you accomplish career goals, contribute to company achievements, perform well during the hiring process, expand your professional network and much more.

Understanding and improving your social skills can benefit you in every area of life. In this Chapter , we discuss what social skills are, why they are important and how you can improve them with examples.

4.1 What are social skills?

Social skills are used to communicate with others daily in a variety of ways including verbal, nonverbal, written and visual. Social skills are also referred to as interpersonal or soft skills.

Verbal skills involve the spoken language, while nonverbal communication includes body language, facial expressions and eye contact. Any time you interact with another person, you're using social skills in some way. Strong social skills can help you build and maintain successful relationships professionally and personally.

4.2 Why social skills are important?

Social skills are important because they can help you communicate more effectively and efficiently and, as a result, help you build, maintain and grow relationships with colleagues, clients and new contacts alike. These skills are important to maintain and improve no matter your position, industry or experience level.

Investing in relationships by developing your social skills is beneficial for your career in many ways, some of which include:

- Gaining ideas, information, techniques and perspectives from people with different areas of expertise
- Providing your own perspective for the benefit of others
- Accomplishing tasks and collaborating with others toward a shared goal
- Providing mutual support for difficult or hard-to-navigate situations
- Expanding your network to learn about and pursue new opportunities
- Gaining feedback and referrals from people who can personally attest to your work, skills and qualities (and for whom you can do the same)

- Making the workplace more enjoyable

It is also important to display your social skills during the hiring process. Being able to work and build relationships with others effectively is a crucial quality employers look for in candidates and it can show your fitness for their company culture.

To show social skills in your cover letter, provide an example of a time you worked with others to achieve a goal that drove success for your team or organization. On your resume, list specific, measurable achievements, then you can elaborate on how you used your social skills to reach your goals during your interview. Use the STAR method for behavioral interview questions to explain times you have found success using social skills.

4.3 Six examples of useful social skills

Here are examples of behaviors you can develop to build your social skills and facilitate better interactions in any workplace:

1. Effective communication

The ability to communicate effectively with others is a core social skill. If you have strong communication skills, you'll be able to share your thoughts and ideas clearly with others. Effective communicators make good leaders because they can easily explain projects and goals in an easy-to-understand way.

2. Conflict resolution

Disagreements and dissatisfaction can arise in any situation. Conflict resolution is the ability to get to the source of the problem and find a workable solution. Good conflict resolution skills are important in any job, but they might be particularly well-suited for a position in HR, where you'll often address disagreements between employees or in a customer service role, where you resolve conflicts for clients about a company's products, services or policies.

3. Active listening

Active listening is the ability to pay close attention to a person who is communicating with you. Active listeners are typically well-regarded by their coworkers due to the attention and respect they offer others. You can increase your listening skills by focusing on the speaker, avoiding distractions and waiting to prepare your response only after the other person is finished (rather than while they are speaking).

4. Empathy

Empathy is the ability to understand and identify with the feelings of another person. If you have empathy, others will often be more likely to confide in you. Being more empathetic takes a conscious effort to carefully consider how others feel. If you strengthen your empathy and rapport with others, you can build stronger, more respectful and open relationships.

5. Relationship management

Relationship management is the ability to maintain healthy relationships and build key connections. For example, if you have a job in customer service, you might be responsible for nurturing the relationship between your company and a specific set of clients. Executives at organizations manage partnerships with stakeholders and investors. This social skill allows professional relationships to flourish and all parties involved can benefit.

6. Respect

A key aspect of respect is knowing when and how to initiate communication and respond. In a team or group setting, allowing others to speak without interruption is a necessary communication skill that shows respect. Respectfully communicating can also mean using your time with someone else wisely—staying on topic, asking clear questions and responding fully to any questions you've been asked.

4.4 How to improve social skills

There are several ways to improve your social skills. Here are just a few things you can do to begin:

Get feedback

It can be helpful to ask trusted friends, mentors or managers to provide you with honest feedback about your areas for improvement.

Set goals

Use this feedback to start setting measurable goals toward building a strong, well-rounded set of social skills. The SMART goals framework might be helpful to track your progress.

Find resources

There are countless classes, guides, books and other tools both online and off. While you can certainly pay for resources, there are also many free options. You might also try to search for materials based on specific topics such as body language or charisma.

Identify areas for practice

Once you have learned tactics and tips for improving your social skills, put them into practice at home and work. You can also look for volunteer opportunities or extra-curricular activities where you can practice interpersonal skills with less pressure.

If you're looking for soft skills that will improve your employability and help you excel in nearly any job, social skills are a great place to start. The best way to improve your social skills is to put your learning into practice. A background demonstrating success with social skills will serve you well in many areas of life.

5. CONFIDENCE BUILDING AND SELF ESTEEM

5.1 Confidence Building

Everyone admires a self-confident person. We may even envy them a little! Self-confident people seem at ease with themselves and their work. They invite trust and inspire confidence in others. These are attractive characteristics.

5.2 What is Self Confidence?

Self-confidence is understanding that you trust your own judgment and abilities, and that you value yourself and feel worthy, regardless of any imperfections or of what others may believe about you.

Self-confidence is an attitude about your skills and abilities. It means you accept and trust yourself and have a sense of control in your life. You know your strengths and weakness well, and have a positive view of yourself. You set realistic expectations and goals, communicate assertively, and can handle criticism.

On the other hand, low self-confidence might make you feel full of self-doubt, be passive or submissive, or have difficulty trusting others. You may feel inferior, unloved, or be sensitive to criticism. Feeling confident in yourself might depend on the situation. For instance, you can feel very confident in some areas, such as academics, but lack confidence in others, like relationships.

Having high or low self-confidence is rarely related to your actual abilities, and mostly based on your perceptions. Perceptions are the way you think about yourself and these thoughts can be flawed.

Low self-confidence might stem from different experiences, such as growing up in an unsupportive and critical environment, being separated from your friends or family for the first time, judging yourself too harshly, or being afraid of failure. People with low self-confidence often have errors in their thinking.

5.3 Confidence and Behaviour

Take a look at the examples in the table below, which compares confident behaviour with behaviour that's associated with low self-confidence. Which thoughts or actions do you recognize in yourself and in the people around you?

Confident Behaviour	Behaviour Associated with Low Self-Confidence
Doing what you believe to be right, even if others mock or criticize you for it.	Governing your behavior based on what other people think.
Being willing to take risks and to go the extra mile to achieve better things.	Staying in your comfort zone, fearing failure, and avoiding risk.
Admitting your mistakes, and learning from them.	Working hard to cover up mistakes, and hoping that you can fix the problem before anyone notices.
Waiting for others to congratulate you on your accomplishments.	Extolling your own virtues as often as possible to as many people as possible.
Accepting compliments graciously. "Thanks, I really worked hard on that prospectus. I'm pleased you recognize my efforts."	Dismissing compliments offhandedly. "Oh that prospectus was nothing really, anyone could have done it."

5.4 Why Self-Confidence Matters

Self-confidence is vital in almost every aspect of our lives, yet many people struggle to find it. Sadly, this can be a vicious cycle: people who lack self-confidence are less likely to achieve the success that could give them more confidence.

For example, you might not want to back a project that's pitched by someone who's visibly nervous, fumbling, or constantly apologizing. On the other hand, you might be persuaded by someone who speaks clearly, who holds their head high, answers questions with assurance, and readily admits when they don't know something.

Confident people inspire confidence in others: their audience, their co-workers, their bosses, their customers, and their friends. And gaining the confidence of others is one of the key ways to succeed.

5.5 How Do You Gain Self-Confidence, and Keep It?

Short-term action can fix immediate or acute issues with your self-confidence, but longer-term confidence-building needs more fundamental action. This can involve introducing changes to your lifestyle and making robust plans for the future.

Building Confident Habits

- To build a strong sense of self-esteem, and the confidence that develops from it, aim to develop good habits (and to break bad ones !).
- Look after your physical and mental health : regular exercise can improve both. Make sure that you're getting enough sleep and eating properly. Not doing so can lead to feeling bad in yourself , and likely about yourself.
- Working on your personal branding can also have a positive impact on your self-confidence. If you can project a positive image of your authentic self, you'll likely start to receive the positive feedback that's so important to your self-confidence.

Reviewing Past Achievements

Your self-confidence can increase when you're able to say, "I can do this, and here's the evidence." As part of your Personal SWOT Analysis, you'll have identified things that you're good at, based on your past achievements.

List the 10 things you're most proud of in an "achievement log." Perhaps you came top in an important test or exam, played a key role in an important team or project, or did something kind that made a positive difference in someone else's life.

Review these achievements, and use them to make positive affirmations about what you can do. These affirmations can be particularly powerful if you tend to undermine your own confidence with negative self-talk.

Setting Confidence-Boosting Goals

Setting and achieving goals is an important part of developing self-confidence. Goal setting is the process you use to set yourself targets, and to measure how successfully you hit them.

Inform your goal setting with your Personal SWOT Analysis. Set goals that make the most of your strengths, that minimize your weaknesses, that take advantage of your opportunities, and that mitigate the threats you face.

When you've identified the major goals you want to achieve, identify the first step you need to take for each one. Make sure it's a very small step, perhaps taking no more than an hour to complete.

If, as you're setting goals, you find doubts starting to surface, write them down and challenge them calmly and rationally. If they seem less serious under scrutiny, that's great. However, if they are based on genuine risks, make sure you set additional goals to manage these appropriately.

Breaking down large goals into smaller steps in this way makes them seem far more attainable. It also allows you to track your progress and reflect on how far you've come already.

Further.....

- Recognize and emphasize your strengths. Reward and praise yourself for your efforts and progress.
- When you stumble on an obstacle, treat yourself with kindness and compassion. Don't dwell on failure.
- Set realistic and achievable goals. Do not expect perfection; it is impossible to be perfect in every aspect of life.
- Slow down when you are feeling intense emotions and think logically about the situation.
- Challenge making assumptions about yourself, people and situations.
- Recognize that past negative life experiences do not dictate your future.
- Express your feelings, beliefs and needs directly and respectfully
- Learn to say no to unreasonable requests.

5.6 Self Esteem

Your level of self-esteem has to do with how worthwhile you feel. It's different than the idea of self-confidence, which has more to do with your ability to do something successfully. Self-esteem has to do with your ideas about yourself. It is based on how much you value yourself and how confident you feel in your mind.

Those with low self-esteem often have a more negative view of themselves and their abilities. Low self-esteem can keep you from experiencing life holistically. It can keep you from socializing and maintaining friendships.

Self-esteem is one of those intrinsic qualities that develop slowly over time. If you suffer from low self-esteem, everyone will notice it when you walk into a

room. Those with low self-esteem might lack certain social skills, lack assertiveness, or even walk into a room with their shoulders slumped. Body language is a tell-tale sign as to how much self-esteem you genuinely have.

Those who walk into a room with a big smile and a confident, humble demeanour radiate confidence. These are qualities of someone with high self-esteem. In a nutshell, self-esteem is all about feeling worthy and having a high opinion of yourself. It influences everything in your life.

William James is thought of as the creator of the self-esteem movement. (Hewitt, 2005).

James used a straightforward formula for defining what self-esteem is:

Self-esteem = success divided by our pretensions.

Pretensions refer to our goals, values, and those things we believe about our potential. If our level of success exceeds our expectations, then we might view ourselves as successful and feel good about ourselves, which raises our self-esteem. On the other hand, if our achievements are low and our expectations are high, then we may see ourselves as a failure.

Stanley Coopersmith was also a leader in the study of self-esteem. He believed that self-esteem begins early in life in childhood and it builds up, or declines throughout our lives, based upon our early childhood experiences, which may be positive or negative.

Morris Rosenberg, a contemporary of Coopersmith, also studied self-esteem. Rosenberg studied the development of self-esteem, focusing on the adolescent years, as opposed to early childhood. Rosenberg believes that self-esteem tended to develop more so in the adolescent years, which are uncertain for many. His theory of self-esteem was based upon the idea that during adolescence, we often compare ourselves to others, which causes us to continually evaluate and re-evaluate how others see us or think about us.

5.7 Self-Esteem Issues and Remedies

There are, of course, many issues that are related to self-esteem. Those with low self-esteem often see themselves as failures, and they might also feel sad, angry, or worthless.

According to Webber (2019), low self-esteem can affect everything in your life from your relationships to your career.

Some common examples of low self-esteem might include:

1. Hating yourself or feeling angry or frustrated about who you are.
2. Being obsessed with being perfect.
3. Hating your body.
4. Feeling worthless.
5. Being overly sensitive.
6. Feeling anxious and fearful.
7. Constantly feeling angry.
8. Trying to be a people pleaser.

Those who hate themselves or loathe themselves often feel angry or frustrated about who they are. Self-hate means you have difficulty forgiving yourself for even the smallest things.

To silence that inner critic, you have to start replacing negative thoughts with positive ones. You also have to practice forgiveness and challenge those negative self-beliefs.

Being obsessed with being perfect can also rob you of self-esteem. For those who continuously try to be perfect, it's essential to set realistic expectations and to recognize that failure is something that happens on occasion, it's not something we are.

Hating your body is another common sign of low self-esteem. Those who hate their bodies constantly compare themselves to others and have a negative body image. This can even keep someone from living a healthy lifestyle. To combat this, it's crucial to stop the comparison and realize that you and your body are unique.

Those with low self-esteem might also think they bring nothing to the table of life. They may not see themselves as valuable either. Taking the time to focus on your talents and abilities can go a long way toward boosting your self-esteem.

Feeling overly sensitive is another common sign of low self-esteem. Learning to desensitize is essential for someone suffering from this. By standing up for yourself and being proactive, it is possible to calm this tendency.

Feeling anxious and fearful or constantly feeling angry is another common trait of low self-esteem. Challenging your anxieties and fears with facts can help combat this.

Try drawing up a fear pyramid by placing your biggest fear or anxiety at the top and your smallest one at the bottom. As you examine this pyramid, you can work your way up, taking on each fear or anxiety as you go.

Being a people pleaser is certainly not conducive to having high self-esteem either. Learning how to say no and taking the time to understand that people like you and love you for who you are, can help override this tendency. It's also important to set limits so that you don't get taken advantage of by others.

5.8 Building Self-esteem

According to Glen R. Schiraldi, Ph.D. author of "***The Self-Esteem Workbook***", there are some simple steps you can take to help build your self-esteem.

1. Practice mindfulness
2. Change your story
3. Don't compare yourself to others
4. Channel that inner rock star
5. Move your body more
6. Volunteer
7. Practice forgiveness
8. Realize that you are not your circumstances

These may be simple things, but they can be powerful things. Being mindful, for example, can help you learn to live in the present moment and not get caught up in worrying about the future or obsessing about the past. Mindfulness also enables you to stop that negative self-talk by helping you be more aware.

You can also change your story and start thinking differently. You don't have to carry the same old sad story around. Taking the time to examine your story can help you understand it and move beyond it.

Comparing yourself to others is a recipe for disaster. Comparisons only lead to feeling worse about yourself. When you stop comparing yourself, you begin to realize you are unique.

When all else fails, you can channel that inner rock star. Everyone has a strength or talent. No one is good at everything, so taking the time to find your natural talent can help you feel better about yourself.

Exercising can also help you feel better about yourself with the release of your body's natural endorphins or feel-good chemicals. You might be surprised at how good you feel after a brisk walk.

Doing things like volunteering and practicing forgiveness can also be helpful. Doing unto others and taking the time to forgive yourself can go a long way to boosting your self-esteem.

6. ATTITUDE

6.0 What is Attitude?

Attitude is the manner, disposition, feeling, and position about a person or thing, tendency, or orientation, especially in mind.

According to Gordon Allport, ***“An attitude is a mental and neural state of readiness, organized through experience, exerting a directive or dynamic influence upon the individual’s response to all objects and situations with which it is related.”***

Frank Freeman said, ***“An attitude is a dispositional readiness to respond to certain institutions, persons or objects in a consistent manner which has been learned and has become one’s typical mode of response.”***

Thurstone said, ***“An attitude denotes the total of man’s inclinations and feelings, prejudice or bias, preconceived notions, ideas, fears, threats, and other any specific topic.”***

Anastasi defined attitude as ***“A tendency to react favorably or unfavorably towards a designated class of stimuli, such as a national or racial group, a custom or an institution.”***

According to N.L. Munn, ***“Attitudes are learned predispositions towards aspects of our environment. They may be positively or negatively directed towards certain people, service, or institution.”***

“Attitudes are an ‘individual’s enduring favorable or unfavorable evaluations, emotional feelings, and action tendencies toward some object or idea.’ — David Krech, Richard S. Crutchfield, and Egerton L. Ballackey.

“Attitude can be described as a learned predisposition to respond in a consistently favorable or unfavorable manner for a given object.” — Martin Fishbein and Icek Ajzen.

“An attitude is a relatively enduring organization of beliefs around an object or situation predisposing one to respond in some preferential manner.” — Milton Rokeach.

6.1 Factors influencing attitude:

Factors influencing attitude are beliefs, feelings, and action tendencies of an individual or group of individuals towards objects, ideas, and people.

Quite often persons and objects or ideas become associated in the minds of individuals and as a result, attitudes become multidimensional and complex.

However, the essential aspect, of the attitude is found in the fact that some characteristic feeling or emotion is experienced and, as we would accordingly expect, some definite tendency to action is associated.

Subjectively, then, the important factor is the feeling or emotion.

Some of the factors influencing attitude are:

- Social Factors.
- Direct Instruction.
- Family.
- Prejudices.
- Personal Experience.
- Media.
- Educational and Religious Institutions.
- Physical Factors.
- Economic Status and Occupations.

Social Factors

Every society has the majority of people who prefer to lead a harmonious life. They try to avoid unnecessary friction of conflicts with people.

Naturally, they are inclined to develop positive attitudes towards most of the people and issues.

Our attitudes may facilitate and maintain our relationships with members of positively valued groups. Social roles and social norms can have a strong influence on attitudes.

Social roles relate to how people are expected to behave in a particular role or context. Social norms involve society's rules for what behaviors are considered appropriate.

Direct Instruction

In general, the individual being conformist or the direction of the attitude of the people it deems important. Sometimes **direct instruction can influence attitude formation.**

For example, somebody gives information about the usefulness of some fruit.

On the basis of this information, we can **develop a positive or negative attitude about that fruit.**

Family

The family is the most powerful source for the formation of attitudes. The parents, elder brother or sister provide information about various things.

Attitudes developed by an individual, whether positive or negative are the result of family influence, which is very powerful and difficult to change.

Prejudices

An attitude may involve a prejudice, in which we prejudge an issue without giving unbiased consideration to all the evidence.

Prejudices are preconceived ideas or judgments where one develops some attitudes toward other people, objects, etc.

If we are prejudiced against a person, who is, accused of a crime, we may regard him as guilty regardless of the evidence. We can also be prejudiced in favor of something.

Personal Experience

In order to be the basis of attitudes, personal experiences have left a strong impression.

Therefore, the attitude will be more easily formed when personal experience involves emotional factors.

In situations involving emotions, appreciation will be more in-depth experience and longer trace.

Media

As a **means of communication, mass media** such as television, radio, has a major influence in shaping people's opinions and beliefs.

There is new information on something that provides the foundation for the emergence of new cognitive attitudes towards it.

Educational and Religious Institutions

As a system, educational and religious institutions have a strong influence in shaping attitudes because they lay the foundation of understanding and moral concepts within the individual.

Understanding the good and the bad, the dividing line between something that can and cannot do is obtained from the center of the educational and religious institutions.

Physical Factors

Clinical psychologists have generally recognized that physical, health and vitality are important factors in determining adjustment, and frequently it has been found that malnutrition or disease or accidents have interfered so seriously with normal development that serious behavioral disturbances have followed.

Economic Status and Occupations

Our economic and occupational positions also contribute to attitude formation. They determine, in part, our attitudes towards unions and management and our belief that certain laws are 'good' or 'bad'. Our socio-economic background influences our present and future attitudes.

Attitudes reflect more than just positive or negative evaluations: they include other characteristics, such as importance, certainty, accessibility, and associated knowledge.

Attitudes are important in the study of social psychology because they influence the amount of attention and the type of judgment an individual may give to a specific subject.

Generally, we tend to assume that people behave in accordance with their attitudes.

However, social psychologists have found that attitudes and actual behavior are not always perfectly aligned.

6.2 Characteristics of Attitude:

Attitude is describe as a tendency to react positively or negatively to a person or situations. Thus the two main elements of the attitude are the tendency and the direction of the approach. It is defined as the mental state of readiness, Organize through experience that has a directive or dynamic effect on responses. These can be explicit and implicit. Explicit attitudes are those, we consciously know the clearly influence of our behaviors and beliefs. Implicit attitudes are unconscious, but still have an impact on our beliefs and behaviors. according to psychologists Thomas, who limits the tendency of one level attitudes as positive and negative, is associated with the object of psychology. Object psychology has included symbols, words, slogans, people, institutions, and ideas.

Following are the Characteristics of Attitude:

1. It can fall anywhere along a continuum from very favorable to very unfavorable.
2. All people, irrespective of their status or intelligence, hold attitudes.
3. An attitude exists in every person's mind. It helps to define our identity, guide our actions, and influence how we judge people.

4. Although the feeling and belief components of attitude are internal to a person, we can view a person's attitude from their resulting behavior.
5. Attitude helps us define how we see situations and define how we behave toward the situation or object.
6. It provides us with internal cognitions or beliefs and thoughts about people and objects.
7. It can also be explicit and implicit. Explicit attitude is those that we are consciously aware of an implicit attitude is unconscious, but still, affect our behaviors.
8. Attitudes cause us to behave in a particular way toward an object or person.
9. An attitude is a summary of a person's experience; thus, an attitude is grounded in direct experience predicts future behavior more accurately.
10. It includes certain aspects of personality as interests, appreciation, and social conduct.
11. It indicates the total of a man's inclinations and feelings.
12. An attitude is a point of view, substantiated or otherwise, true or false, which one holds towards an idea, object, or person.
13. It has aspects such as direction, intensity, generality, or specificity.
14. It refers to one's readiness for doing Work.
15. It may be positive or negative and may be affected by age, position, and education.

6.3 Components of Attitudes

Attitudes are simply expressions of much we like or dislike various things. Attitudes represent our evaluations, preferences or rejections based on the information we receive.

It is a generalized tendency to think or act in a certain way in respect of some object or situation, often accompanied by feelings. It is a learned predisposition to respond in a consistent manner with respect to a given object.

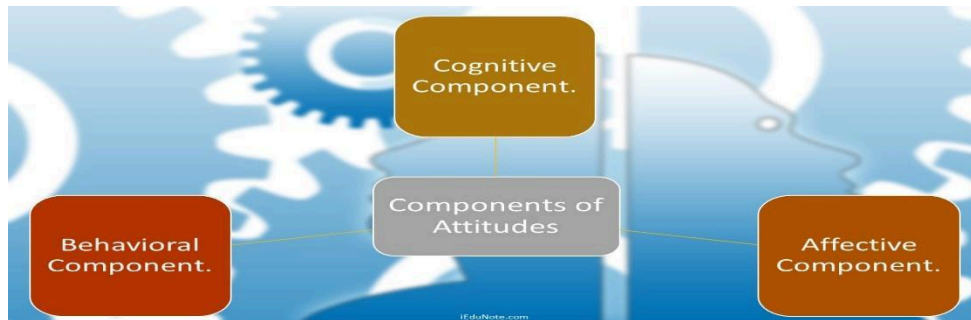
This can include evaluations of people, issues, objects, or events. Such evaluations are often positive or negative, but they can also be uncertain at times.

These are the way of thinking, and they shape how we relate to the world both in work and Outside of work. Researchers also suggest that there are several different components that make up attitudes.

One can see this by looking at the three components of an attitude: cognition, affect and behavior.

3 components of attitude are;

1. Cognitive Component.
2. Affective Component.
3. Behavioral Component.



Cognitive Component

The cognitive component of attitudes refers to the beliefs, thoughts, and attributes that we would associate with an object. It is the opinion or belief segment of an attitude. It refers to that part of attitude which is related in general knowledge of a person.

Typically these come to light in generalities or stereotypes, such as 'all babies are cute', 'smoking is harmful to health' etc.

Affective Component

Affective component is the emotional or feeling segment of an attitude.

It is related to the statement which affects another person.

It deals with feelings or emotions that are brought to the surface about something, such as fear or hate. Using the above example, someone might have the attitude that they love all babies because they are cute or that they hate smoking because it is harmful to health.

Behavioral Component

Behavior component of an attitude consists of a person's tendencies to behave in a particular way toward an object. It refers to that part of attitude which reflects the intention of a person in the short-run or long run.

Using the above example, the behavioral attitude maybe- 'I cannot wait to kiss the baby', or 'we better keep those smokers out of the library, etc.

In conclusion, basically, the cognitive component is based on the information or knowledge, whereas the affective component is based on the feelings.

The behavioral component reflects how attitude affects the way we act or behave. It is helpful in understanding their complexity and the potential relationship between attitudes and behavior.

The success of an organization depends on the attitude of an individual or an employee. The attitudes are important for their goal or objective to succeed. Each one of these components is very different from the other, and they can build upon one another to form our attitudes and, therefore, affect how we relate to the world.

6.4 Barriers to Change Attitudes

Employees' attitudes can be changed, and sometimes it is in the best interests of management to try to do so.

For example, if employees believe that their employer does not look after their welfare, the management should try to change employees' attitudes and develop a more positive attitude towards them.

However, the process of changing the attitude is not always easy.

Actually, the barriers are the limits that prevent the organization from achieving its predetermined goals.

So every organization should be aware of these and should take corrective actions.

Barriers to Change Attitudes are:

- Prior Commitment.
- Insufficient Information.
- Balance and Consistency.
- Lack of Resources.
- Improper Reward System.
- Resistance to Change.

Prior Commitment

When people feel a commitment towards a particular course of action that has already been agreed upon, it becomes difficult for them to change or accept the new ways of functioning.

Insufficient Information

It also acts as a major barrier to change attitudes. Sometimes people do not see why they should change their attitude due to the unavailability of adequate information.

Sometimes people do not see why they should change their attitude due to the unavailability of adequate information.

Balance and Consistency

Another obstacle to a change of attitude is the attitude theory of balance and consistency.

Human beings prefer their attitudes about people and things to be in line with their behaviors towards each other and objects.

Lack of Resources

If plans become excessively ambitious, they can sometimes be obstructed by the lack of resources on a company or organization.

So, in this case, if the organization wants to change the employees' attitude towards the new plan, sometimes it becomes impossible for the lack of resources to achieve this.

Improper Reward System

Sometimes, an improper reward system acts as a barrier to change attitude.

If an organization places too much emphasis on short-term performance and results, managers may ignore longer-term issues as they set goals and formulate plans to achieve higher profits in the short term.

If this reward system is introduced in the organization, employees are not motivated to change their attitude.

Resistance to Change

Another barrier is resistance to change.

Basically, change is a continuous process within and outside the organization to achieve the set goal.

When the authority changes a plan of the organization, the employees have to change themselves.

But some of them do not like this. If their attitude regarding the change of plan cannot be changed, the organization will not be successful.

7.PROFESSIONAL ETIQUETTE AND MANNERS

7.1 Professional Etiquette and Manners

Professional etiquette is a **set of manners** that is accepted or required in a **profession**. Understanding professionalism as it pertains to the workplace can be a new, unfamiliar, and overwhelming subject. **Professional etiquette is about presenting yourself with polish and professionalism that demonstrates you can be trusted and taken seriously.** Professional etiquette means being comfortable around people and making them comfortable around you at the workplace.

Perhaps professional or office etiquette is something that differs from office to office and place to place. Even if we know what social etiquette is, in an office setting, it is a little different when it comes to expectations. Office etiquette is defined as basic manners in the world of business. It is important because it cuts down on stress and conflict between co-workers, which ultimately affects the company's success.

Encouraging better workplace manners will create a better work culture. It is important because it creates a professional, **mutually respectful** atmosphere and **improves communication**, which helps an office serve as a productive place. People feel better about their jobs when they feel respected, and that translates into better customer relationships as well.

7.2 Basic Professional Etiquette and Manners

One should be aware of the basic etiquette and manners expected of them at workplace. This awareness helps professionals be effective in aligning with a healthy work culture.

- **Make a Good First Impression**

People often form impressions about others within seconds of meeting them, so it's important to ensure you present yourself as a professional. Be aware of your body language and how others may perceive it. A good rule of thumb is to stand straight, maintain eye contact, and smile! Make sure you know the workplace dress code and office policies ahead of time. Arrive on-time and be prepared for important meetings.

- **Avoid Gossip**

How you treat people says a lot about you. Don't make value judgments on people's importance in the workplace or speak negatively about your co-workers, even if you find yourself frustrated over a certain situation. Be thoughtful about how you interact with your supervisor(s), peers, and subordinates as well.

- **Communication is Key**

Communication is an important part of workplace etiquette. It's sometimes not what you say, but how you say it that counts so be mindful of how you communicate with your colleagues in meetings and one-on-one conversations.

In regards to email, be sure your correspondence inside and outside of your workplace is written clearly and free of spelling errors. Remember, email is a permanent record of any conversation so never put anything in writing that you would say to someone's face.

- **Understand your Work Environment**

The values, policies, and procedures of a workplace can be difficult to discern at first. If you are in a larger organization with a structured human resource division, you may have access to an HR Manager or in-house trainings to keep you informed of your organization's expectations. In a smaller workplace setting, some of that knowledge may come from observing others and asking questions of your colleagues when needed. Lastly, observing the atmosphere and actions of others can help you understand what's appropriate and what's not, and how to best navigate the workplace while maintaining your professionalism.

As the global market grows, the need to understand multiple international standards of business etiquette is also growing. If you take a job or internship in another country, be to research the proper etiquette, culture and customs for both that country and the organization you plan to work for.

- **Be Personable Yet Professional**

Sharing information about your personal life is your choice, but be cautious when it comes to what you share; some colleagues may be more open than others and might choose to keep their personal life private as well. Similarly, you may want to limit personal calls, emails, and other non-work-related tasks to after work hours. Within your workspace, it's okay to add personal touches but remember that your colleagues will see the space and consider it a reflection of your professional self. Lastly, getting to know colleagues is a good thing but always be respectful of others' space. If you need to discuss something with them, don't just walk in; knock or make your presence known, and always offer to schedule a meeting for later in the day if they are busy in the moment.

- **Small talk**

In a professional setting, it is not appropriate to discuss sensitive topics like politics or religion. Use caution when asking questions that might be perceived as too personal, such as "Do you have kids?".

- **Handshake**

A handshake is the formal cultural-norm in the west for professional business engagements, and a handshake is often done when greeting someone and when closing out a meeting or departing. Most professional situations are appropriate for a handshake including an interview, networking event and business meeting.

- Make strong eye contact and offer a greeting before and during the handshake. "Hi, my name is..."

- Your handshake should be firm, but not crushing. Don't offer up a sweaty floppy hand. No one wants to shake a fish hand!
- When you shake hands, you want them to align, web-to-web and shake firmly for one or two shakes.

- **Lunch meetings/interviews**

Sometimes meetings or interviews will take place over a meal, and there are a few things you can do to ensure it goes well. When in doubt, follow the lead of the host.

- Once seated, immediately put your napkin on your lap.
- If there are multiple forks and spoon options at your place setting, just start from the outside working in towards your plate for each course.
- Drinkware is on the right, bread and salad plates to your left.
- Order a manageable food item – avoid items that are messy, difficult to eat, or could leave you with food in your teeth such as salad or spaghetti.
- Don't order the most expensive item on the menu.
- Do not order alcohol on an interview. Don't order seconds on anything, including drinks.
- Wait to eat until everyone at the table has been served.
- Be gracious to everyone you encounter and treat the waitstaff with respect.

- **Your on-line presence**

Don't ruin your professional image by posting something online that can be misinterpreted. In the digital age of growing social media platforms, you need to consider how your comments, posts, and information could be perceived. This will be dealt in detail in later Units of the BSPC course.

8. JOHARI WINDOW

8.1 History

It is necessary to improve self-awareness and personal development among individuals when they are in a group. The 'Johari' window model is a convenient method used to achieve this task of understanding and enhancing communication between the members in a group. American psychologists Joseph Luft and Harry Ingham developed this model in 1955. The idea was derived as the upshot of the group dynamics in University of California and was later improved by Joseph Luft. The name 'Johari' came from joining their first two names. This model is also denoted as feedback/disclosure model of self-awareness.

8.2 Introduction

The Johari window model is used to enhance the individual's perception on others. This model is based on two ideas- trust can be acquired by revealing information about you to others and learning yourselves from their feedbacks. Each person is represented by the Johari model through four quadrants or window pane. Each four window panes signifies personal information, feelings, motivation and whether that information is known or unknown to oneself or others in four viewpoints.

8.3 The Johari Window Model

The method of conveying and accepting feedback is interpreted in this model. A Johari is represented as a common window with four panes. Two of these panes represent self and the other two represent the part unknown to self but to others. The information transfers from one pane to the other as the result of mutual trust which can be achieved through socializing and the feedback got from other members of the group.



The Johari Window Model

1. **Open/self-area or arena** – Here the information about the person his attitudes, behaviour, emotions, feelings, skills and views will be known by the person as well as by others. This is mainly the area where all the communications occur and the larger the arena becomes the more effectual and dynamic the relationship will be. ‘Feedback solicitation’ is a process which occurs by understanding and listening to the feedback from another person. Through this way the open area can be increased horizontally decreasing the blind spot. The size of the arena can also be increased downwards and thus by reducing the hidden and unknown areas through revealing one’s feelings to other person.
2. **Blind self or blind spot** – Information about yourselves that others know in a group but you will be unaware of it. Others may interpret yourselves differently than you expect. The blind spot is reduced for an efficient communication through seeking feedback from others.
3. **Hidden area or façade** – Information that is known to you but will be kept unknown from others. This can be any personal information which you feel reluctant to reveal. This includes feelings, past experiences, fears, secrets etc. we keep some of our feelings and information as private as it affects the relationships and thus the hidden area must be reduced by moving the information to the open areas.
4. **Unknown area** – The Information which are unaware to yourselves as well as others. This includes the information, feelings, capabilities, talents etc. This can be due to traumatic past experiences or events which can be unknown for a lifetime. The person will be unaware till he discovers his hidden qualities and capabilities or through observation of others. Open communication is also an effective way to decrease the unknown area and thus to communicate effectively.

Example

Linda got a job in an organization. Her co-workers knew a little about her and in this context the unknown and hidden areas will be larger and the open area will be small. As the others don't know much about her the blind spot also will be smaller and the model will be as shown in Figure 1.

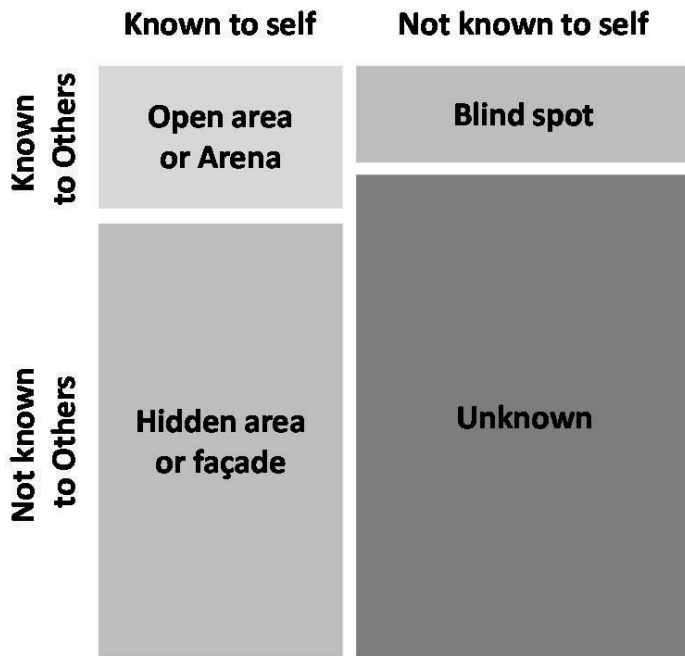


Figure 1

Linda spent most of her free time sketching in the office which was her preferred pastime and her co-workers found her very shy and elusive. With that evaluation she got the idea how she was and tried to be more talkative and interacted more with other co-workers. This helped her to increase her open area and thus making the hidden and unknown areas smaller. (Figure 2)

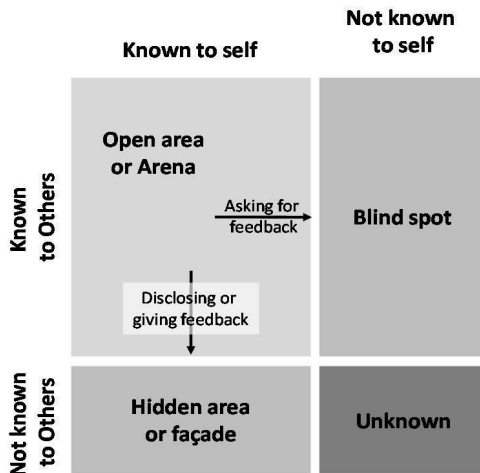


Figure 2

Through the feedback Linda got from her co-workers she could perform well in the office and her real capacity could be obtained as a result of an effective interaction among the colleagues. Through the feedback Linda got from her co-workers she could perform well in the office and her real capacity could be obtained as a result of an effective interaction among the colleagues.

A Johari window is a psychological tool created by Joseph Luft and Harry Ingham in 1955. It's a simple and useful tool for understanding and training:

- self-awareness
- personal development
- improving communications
- interpersonal relationships
- group dynamics
- team development; and
- inter group relationships

It is one of the few tools out there that has an emphasis on “soft skills” such as behaviour, empathy, co-operation, inter group development and interpersonal development. It's a great model to use because of its simplicity and also because it can be applied in a variety of situations and environments.

In this example we are going to talk about how the Johari window works with an individual within a team. In this instance there are two factors at work

within the Johari window. The first factor is what you know about yourself. The second factor relates to what other people know about you.

The model works using four area quadrants. Anything you know about yourself and are willing to share is part of your open area. Individuals can build trust between themselves by disclosing information to others and learning about others from the information they in turn disclose about themselves.

Any aspect that you do not know about yourself, but others within the group have become aware of, is in your blind area. With the help of feedback from others you can become aware of some of your positive and negative traits as perceived by others and overcome some of the personal issues that may be inhibiting your personal or group dynamics within the team.

There are also aspects about yourself that you are aware of but might not want others to know, this quadrant is known as your hidden area. This leaves just one area and is the area that is unknown to you or anyone else – the unknown area.

The balance between the four quadrants can change. You might want to tell someone an aspect of your life that you had previously kept hidden. For example, maybe you are not comfortable contributing ideas in large groups. This would increase your open area and decrease your hidden area.

It is also possible to increase your open area by asking for feedback from people. When feedback is given honestly to you it can reduce the size of your blind area. Maybe you interrupt people before they have finished making their point which can cause frustration. Alternatively people may always want to talk to you because you are a good listener. Sometimes you don't realise these aspects of your character until it is pointed out.

By working with others it is possible for you to discover aspects that neither of you may never have appreciated before.

Some examples of unknown factors can be as follows:

- an ability that is under-estimated or un-tried through lack of opportunity, encouragement, confidence or training
- a natural ability or aptitude that a person doesn't realise they possess
- a fear or aversion that a person does not know they have
- an unknown illness
- repressed or subconscious feeling

- conditioned behaviour or attitudes from childhood

For example in an educational setting, a student's contact with a tutor, may help them understand how their experiences both in and outside of school can have an impact on their learning. This discovery about themselves would reduce the size of their unknown area.

From a practical point of view in implementing the Johari window you need to look at two steps.

Step one:

The place to start in the Johari window is in the open area. Make some notes about yourself. Complete the Self Awareness Diagnostic. What are your strengths and your weaknesses? What are you comfortable with and willing to share with others? Try and be honest and clear about what you know about yourself already.

Step two:

Involve other people and ask for feedback about yourself. Be prepared to seriously consider it. That doesn't mean that you have to do everything that's suggested, but you should at least listen and think about it. Then give the person who provided the feedback some acknowledgement or thanks for making the effort. Depending on how confident you are you might prefer to do this as either a group exercise or on a one to one basis. Remember that giving effective feedback is a skill and some people may be better at it than others. When receiving feedback, be respectful, listen and reflect on what has been said. It may be on receiving feedback you may want to explore it further that can lead to discovery about yourself.

8.4 Johari Window - Drawbacks

The Johari window as a tool does have its drawbacks:

Some things are perhaps better not communicated with others.

People may pass on the information they received further than you desire or use it in a negative way.

Some people or cultures have a very open and accepting approach to feedback and some do not. People can take personal feedback offensively so it's important when facilitating to exercise caution and start gradually.

There are many ways to use the Johari model in learning and development. It very much depends on what you want to achieve in your training or development activities? What are your intended outputs and how will you

measure that they have been achieved? How can the Johari Window theory and principles be used to assist this.

Johari is a very elegant and potent model, and as with other powerful ideas, simply helping people to understand is the most effective way to optimise the value to people. When people really understand it in their own terms, it empowers them to use the thinking in their own way, and to incorporate the underlying principles into their future thinking and behaviour.

The Self Awareness Diagnostic is a great accompaniment to the Johari window model. It helps people to explore the qualities that make them who they are. The simple online questionnaire provides instant feedback to the participant that they can positively use in understanding their personal strengths and weaknesses, what belongs in their open space. It can also objectively help the participant to start to process some of those attributes that reside in their blind spot and can encourage discussion amongst the group without being confrontational or causing contention.

What is unique about the Self Awareness Diagnostic is it explores not only an individual's 'soft skills' and working style preferences but also how participants like to learn; their learning styles. In an education or business environment this can be a great enabler for a teacher or trainer to ensure all the members of the group are motivated and able to achieve their full potential.