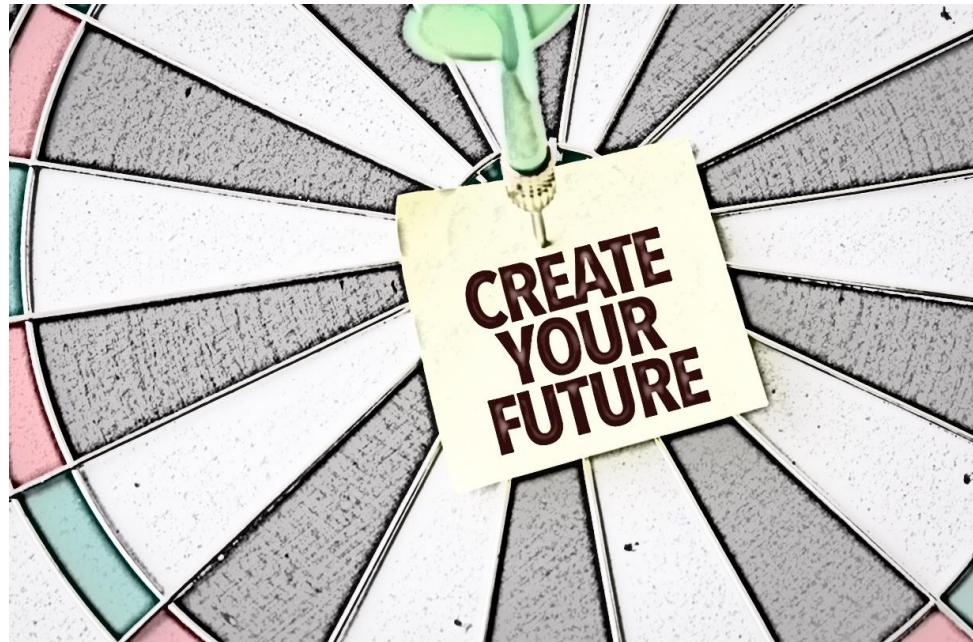




# PARTICIPANT WORKBOOK



## iTransform 2.0

Fresher Training Program

'Learn to Grow'



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## Introduction

The *iTransform Program* has been designed to enhance the skills of Fresh Graduates and enable them to become more efficient, effective and agile in their role within organization. The program aims at empowering them to become more effective communicators, adaptable to change and perform under pressure. The program is designed keeping in mind these elements and will be driven by practical exercises and activities to give them a flavor of their real work environment.

## Objectives

- To understand and apply the various skills involved in Personal Excellence and Development, Communication, Business Etiquette, Interpersonal Skills, Presentation and Interviews
  - To understand the elements involved in Personal Excellence by being more accountable, taking ownership, being organized and self-disciplined
  - To hone the skills on personal development
  - To understand what is appropriate and what must be avoided in an office environment through understanding Business Etiquette
  - To manage time effectively through effective Time Management Techniques
  - To engage with people more effectively through understanding the elements of “Speed of Trust”
  - To improve on Interpersonal Interactions with better Interpersonal Skills
  - To develop the right communication skills associated to the business environment
  - To hone the skills needed in delivering a good presentation
  - To understand and apply the skills needed in excelling at giving interviews with clients and internal stakeholders

## Target Audience

Consultants who are Fresh Graduates (Campus Hires)

## Duration

8 Days (ILT Sessions)

## Topics Covered

1. Personal Excellence
2. Personal Development
3. Business Etiquette
4. Time Management
5. Speed of Trust
6. Interpersonal Skills
7. Communication Skills
8. Presentation Skills
9. Interview Skills

## Icon Glossary



- Points to think and reflect upon



- Activity



- Video



# Personal Excellence



## **Objective**

By the end of this session, you should be able to

- Develop the right mindset and attitude to give and take feedback
- Use feedback to turn your weaknesses into strengths
- Understand organizational culture
- Be accountable & take ownership
- Be self-organized, independent & disciplined
- Develop self-motivation & drive
- Solve problems by thinking analytically
- Use creativity & innovation to resolve problems



**- What is Personal excellence according to you?**



## Introduction to Personal Excellence

- **Personal Excellence** is the ability to create solutions in difficult situations
- It helps you enable yourself to overcome these situations successfully.
- It helps in "managing" your mental and emotional state.
- It's all about the quality of excellence within an individual.

Notes:

## What is Feedback?

Notes:



## Feedback

- ✓ Feedback is the breakfast of champions. - *Ken Blanchard*
- ✓ Feedback can motivate you or pull you down
- ✓ Effective and timely feedback is a critical component in the life of every employee
- ✓ If your manager or supervisor has not given you any feedback, ask for it
- ✓ Feedback can be positive & Negative. However, it must always be accepted positively.

Notes:

## Types of Feedback

- **Supportive Feedback**
  - This is feedback received for a skill well done.
- **Corrective Feedback**
  - Used to correct wrongs and change a person's behavior.
- **Immediate Feedback**
  - Depends on the situation and the criticality of the issue. Can be both supportive and corrective

Notes:



## Giving Positive Feedback

- It is human nature to give feedback. We can seldom stop ourselves from it.
- While giving feedback try and be specific about the area of improvement.
- Make sure your timing is correct.
- It is more effective to hear that you have exceeded your target by 40% than to hear that “you’re doing a great job”.
- Successful feedback is when you can deliver it in such a way that the recipient accepts it and implements it.
- Always keep in mind the goal of delivering feedback
- Remember to deliver it politely and positively, as if delivered abruptly, can cause offence.
- Make sure that your reflection and questions focus on behavior, and not personality.
- Tone of voice & body language is most vital when providing feedback.

Notes:



## Receiving Feedback Positively

- Keep an open mind
- Speculate on what feedback you are receiving. Think about how it can help you improve
- Take time to ponder over the feedback you received before you dismiss them
- Criticism is also a form of Feedback
- Notice non-verbal communication as well, and pay attention to what your colleague is saying, as well as what they are not.
- Don't get defensive.

Notes:

## The Benefits of Feedback

- Helps in collaboration
- Projects ownership qualities
- It is essential to give you direction
- It helps you gain perspective
- Helps drive individual & team performance
- Helps identify one's weaknesses and work on them to get better
- It promotes team loyalty
- Helps build team relationships
- Plays a vital role in learning



Notes:

## Working on Feedback

- Value the feedback
- Take some personal time to think
- Go back and clarify
- Take steps to work on your feedback
- Make sure that the steps you take help to build change either permanently or temporarily.
- Begin implementation immediately
- Behavioral change takes time.
- Colleagues can help
- Set reminders

Notes:



- What is that you will do differently from today while giving and receiving feedback?



- Identify two celebrities

Notes:



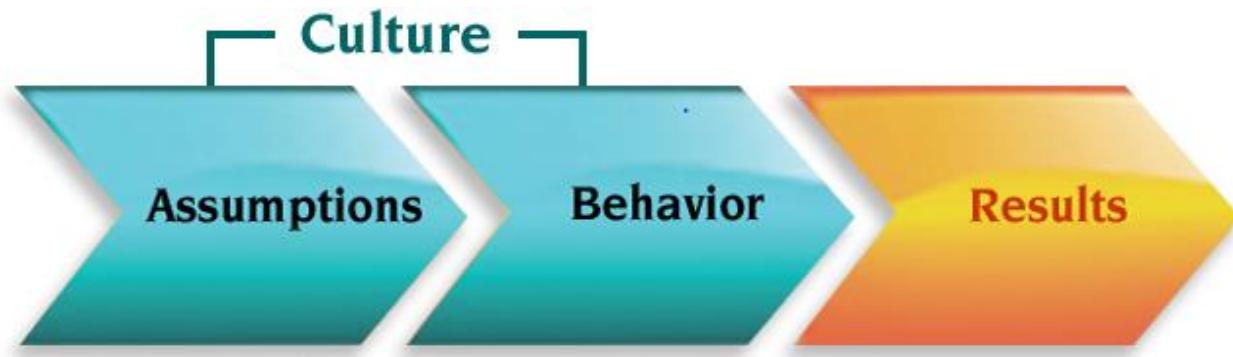
**Exercise - Thumbs & Fingers: Practice makes perfect!**

Notes:

## Understanding Organizational Culture

What is Organizational Culture?

**Organizational culture** is a system of shared assumptions, values, and beliefs, which governs how people behave in **organizations**. These shared values have a strong influence on the people in the **organization** and dictate how they dress, act, and perform their jobs.



### Key Points

- The culture supports the goals and mission of the organization.
- It has a significant impact on organizational performance
- Remember that you are the image of the organization and your behavior directly reflects on organizational culture
- It also includes norms, symbols, systems, language & habits
- It directly influences the behavior of employees

*"The way things are done around here" (Deal & Kennedy, 2000).*

Notes:

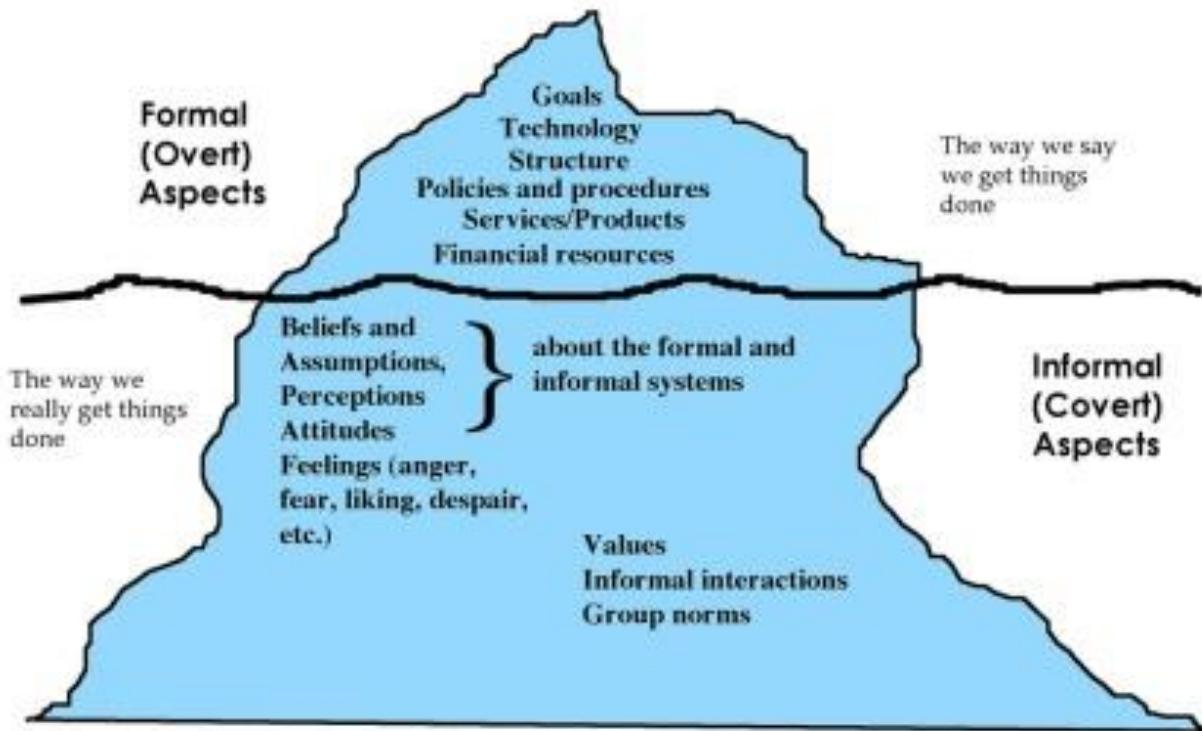


**- Why 'Organizational culture' is important and what will happen if it is not there?**



## The Ice Berg Theory

# Cultural Iceberg



*Created by Stanley N. Herman, TRW Systems Group, 1970*

Notes:



## Accountability & Ownership

### What is Accountability & Ownership?

- Accountability is not a choice of consequence. But a choice of ownership, and most importantly a choice they make for themselves.
- You can make the willing able. But you can't make the able willing!
- Ownership is going that extra mile. Just for the sheer satisfaction of getting the job well done.
- Accountability & Ownership go hand in hand.

### Accountability

- Accountability is holding yourself responsible for something!
- Responsible for your own learning
- It's a perfect phase to start being accountable for your role

### The Strengths of your generation

- You have a different way of seeing things
- You grew up with technology – iphones, ipads, powerpoints, photoshop, etc.,
- Your opportunities have widened



- Do you believe you can make a change?



How can you make the most out of your young adulthood?

How do you make sure you don't get lost in your own freedom...?

And instead take advantage of everything the world has to offer??





## The Principles of Ownership

- Show Up!
  - Come in early and stay late when required
  - Separate yourself from the world called “Average”
- Soak Up!
  - Soak up all the knowledge you can where you work.
  - Ask people up the ladder so you can understand the bigger picture.
  - Every day is a different challenge – learning about challenges you gain insight
  - The more you know about what is going on, the better perception people will have about you
- Serve Up!
  - The best thing to do with the information you have is to share it with others selflessly
  - You will gain a sense of fulfillment
  - You will develop trust and loyalty with others.
  - You will create a network that will always help you when you need it

Notes:



# It's Story TiME - The Crab Story

Learnings from the Story:

## How do you get there?

- Take up the challenge!
- Set High Goals for yourself.
- Ask Questions. It is an acquired skill.
  - Asking questions can be intimidating
  - Someday you will master it
  - Ask questions to those above you.
  - It will put you in touch with a number of individuals and opportunities which will someday help you become successful.
  - Never be afraid to talk to anyone



Life begins at the end of your comfort zone!



- List down the areas where you would like to go beyond your comfort zone. And what is your action plan to get there?

Areas of Improvement	Action Plan

## Self-Motivation & Drive

### Be Self Driven

- Drive is the mode when you are in charge of your thoughts!
- You hesitate and stop yourself all day long!
- Your brain is designed to stop you from changing
- Change requires you to do things that are uncertain, scary and dangerous.

### The 5 Second Rule - Take Action

- From the second you have an idea. You have 5 seconds to take action!
- Say something out loud
- Start walking if you're about to talk to a person.
- Most of the time, you hesitate. You talk yourself out of it.
- Hate losing more than you love winning



How many of you are here to avoid Failure??



How many of you are here to be successful??

Learnings from the discussion:



## Stay Self-Motivated



Learnings from the Video:

### Empowering your mind

- Self-Efficacy – Can you do it?
- Response Efficacy – Will it work?
- Is it worth it?

### The four C words to self-motivation

- Consequence – They keep you going – What do you want?
- Competence – trust in the ability – get feedback
- Choice – the sense of autonomy – be mindful of the choices you have
- Community – the sense of social support



# It's Story **TiME** - The Cookie Thief

Learnings:



## Analytical Thinking & Problem Solving

**ANALYTICAL THINKING/PROBLEM SOLVING** – works systematically and logically to resolve problems, identify causation and anticipate unexpected results. Manages issues by drawing on own experience and knowledge and calls on other resources as necessary.

### Top Five Analytical Skills

- Communication
- Creativity
- Critical Thinking
- Data Analysis
- Research

Notes:



## Solving Problems with Analytical Thinking

- Undertake complex tasks and break them down into manageable parts in a systematic way
- Think of multiple possible causes and anticipate consequences of situations
- Thinks of possible alternatives for a situation
- Recognize and reconcile data discrepancies
- Identify information needed to effectively solve problems
- Weigh the pros and cons of options and alternatives
- Systematically change variables to determine effects on the whole, etc.

### The Zombie Riddle

Learnings:



## Approaches to Creativity

- Technical Creativity consists of two main strands
  - Programmed Thinking
    - logical or structured ways of creation (Convergent)
  - Lateral Thinking
    - Free flow thought, Random inputs, Brainstorming (Divergent)

## Things to Remember

- Remember importance of perception
- Give yourself the freedom to create
- Look for the opportunity to create
- Take a step back – The Creative Pause (Edward de Bono)
- View problems as opportunities for improvement
- Ensure thought is followed by action
- Evaluate, Improve, Polish & Market ideas for them to add value

Notes:

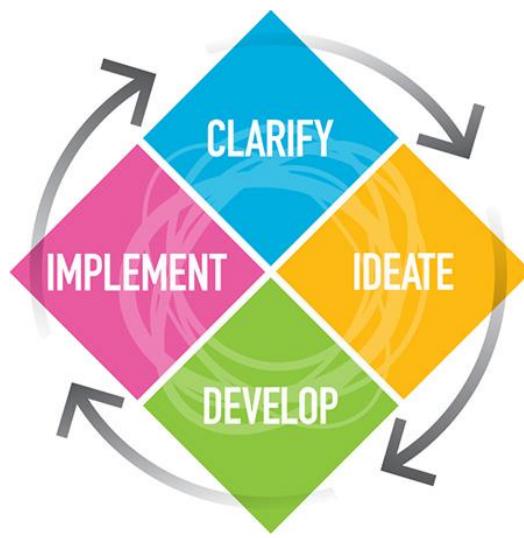


## Core Principles of Creative Problem Solving

- Divergent and convergent thinking must be balanced.
- Ask problems as questions.
- Defer or suspend judgment.
- Focus on "Yes, and," rather than "No, but."

## CPS Learner's Model

- Clarify
  - Explore the vision
  - Gather Data
  - Formulate Questions
- Ideate
  - Explore Ideas
- Develop
  - Formulate Solutions
- Implement
  - Formulate a Plan



Notes:



## Case Scenario

### The Conclusion:

Summarize your learnings from the session:



# Personal Development



## Objectives

- How to Building Self Esteem
- Understand what is Thinking Positively
- Do a SWOT Analysis
- Develop a Positive Attitude



- What do you think is a Personal Development and why is it important?



### - Picture Perfect:

Learnings:

#### **Building Self Esteem**

- Gain control over yourself – don't be critical of yourself to others
- Don't complain all the time
- Allow yourself to a treat once in a while
- Learn to calm your nervousness and be positive in your communication
- Learn to speak up for yourself
- Don't compare yourself to others
- Surround yourself with people that encourage you to do your best



- Write down 5 things you like about yourself:

1)

2)

3)

4)

5)

**Summarize about yourself in few lines:**



## Thinking Positively

- Visualize a positive outcome
- See things from different points of view
- Don't dwell on the past
- Avoid talking negatively and negative talk from others
- Believe in your abilities and the fact that you will do a good job
- Think about the future and learn from the past
- Think of things as a challenge and not a problem
- Don't lose focus on what is important

Notes:



- Fill up the below Journal for a week and share the experience with your peer group:

<b>The Positivity Journal</b>		
<b>Monday</b>	1. I felt good about myself when 2. A positive thing I witnessed 3. I had a positive experience with (a person/ place/ thing)	1.  2.  3.
<b>Tuesday</b>	1. I felt good about myself when 2. A positive thing I witnessed 3. I had a positive experience with (a person/ place/ thing)	1.  2.  3.
<b>Wednesday</b>	1. I felt good about myself when 2. A positive thing I witnessed 3. I had a positive experience with (a person/ place/ thing)	1.  2.  3.
<b>Thursday</b>	1. I felt good about myself when 2. A positive thing I witnessed 3. I had a positive experience with (a person/ place/ thing)	1.  2.  3.
<b>Friday</b>	1. I felt good about myself when 2. A positive thing I witnessed 3. I had a positive experience with (a person/ place/ thing)	1.  2.  3.



- Can you name this person?

Learnings:



## SWOT Analysis



- Do a Self SWOT analysis:

Strengths	Weaknesses
Opportunities	Threats



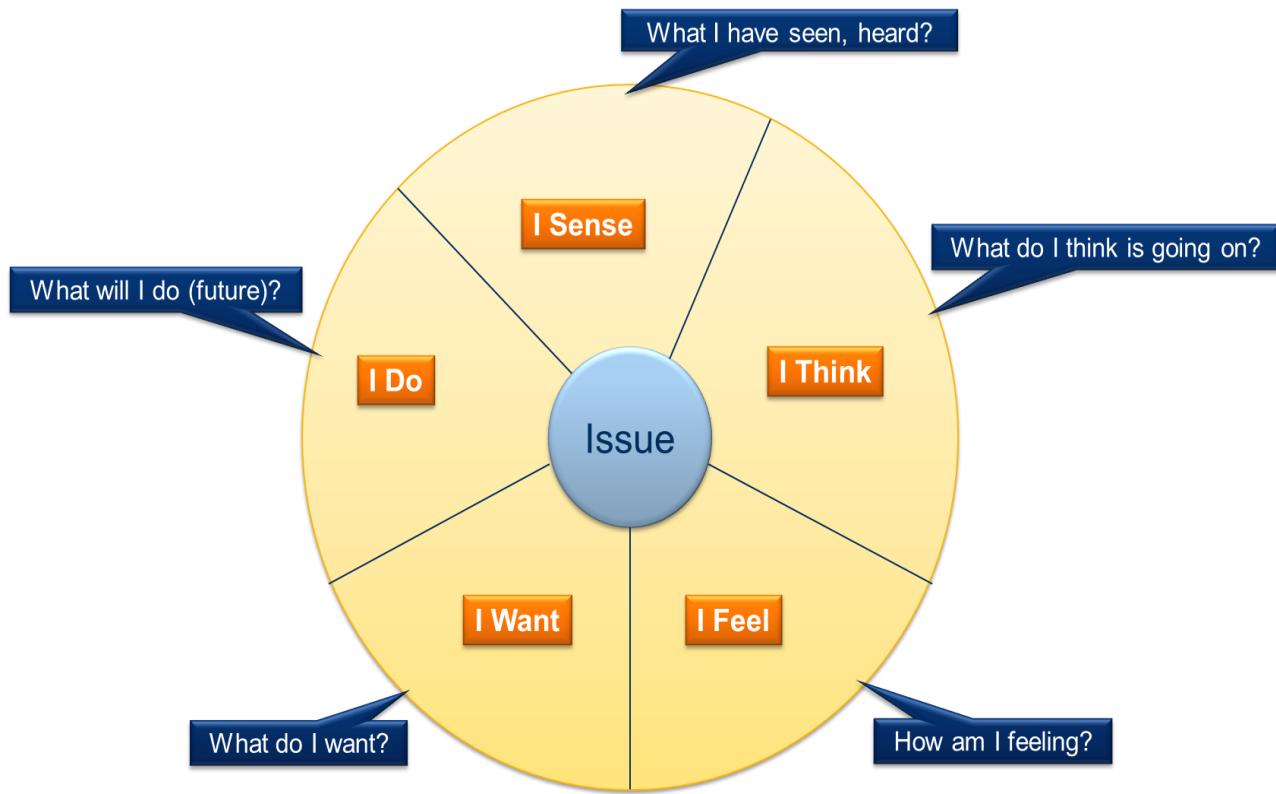
## Developing a Positive Attitude

- Change yourself first
- Accept responsibility
- Observe your thinking
- Manage your conversation
- Choose your behavior – make it positive
- Respond instead of reacting
- Be grateful
- Focus on the goals
- Develop good habits

**Work on changing these**



Notes:





- Make a list of 1 unpleasant things that happened over the past 3 months.

List down all the positive outcomes you think happened or were influenced due the events.



## The Conclusion:

Summarize your learnings from the session:



# Business Etiquette



## Objectives

- To learn techniques to engage with clients & colleagues in a professional manner, ensuring positive first impressions
- To create a professional image, follow business etiquette, and maintain positive official relationships
- To be a good Team player, communicator, and follow proper etiquette in meetings
- To behave appropriately at work, handle ethical dilemmas and personal issues in the workplace

## Agenda

- Introduction to Business Etiquette
- The First Impression
- Professional Behavior
- Meeting Etiquette
- Multi-cultural Etiquette

### Introduction to Business Etiquette



- Answer below questions:

What is Etiquette?

Why is Etiquette Important?



How will it impact your work?

**Business Etiquette** refers to how an individual should behave while he/she is at work.

It is far more impressive when others discover your good qualities without your help.

*- Judith Martin a.k.a Miss Manners (An American Journalist & Author)*

Notes:



## The First Impression



- Why is the First impression important?



- The First Impression

Learnings from the activity:

You only have ONE opportunity to make a good first impression.



- Professional Appearance
  - Dressing
  - Personal Grooming
- Body Language
- Shaking Hands
- Introductions

### **Professional Appearance**

#### **Dressing**

- Be aware of the Company's dress code and comply
- If no specific dress code, it's advisable to dress professionally

#### **Personal Grooming**

- To look your best consistently practice good grooming habits everyday
- Staying neat and clean will boost your self-confidence and positivity

#### **Body Language**



Learnings from the video:



## Hand Shake



- What kind of a handshake do you give people? What did you learn about handshakes today?

Learnings from the discussion:

## Self-Introduction

- This is an opportunity to meet others and to share information about yourself.
- It always includes your full name and what you do



- What will you do differently from today while introducing yourself?



## Professional Behavior

- Respect work time
- Be friendly
- Keep an open mind
- Be positive and supportive
- Communicate effectively
- Keep personal information to yourself
- Avoid rumors and gossiping
- Maintaining a professional decorum

### Respect work time

- Be aware of and comply with your company's working hours
- Be ethical about your working hours
- Utilize your time effectively and productively
- Respect the time of others

### Be Friendly

- Familiarize yourself with your team/ colleagues
- Make an extra effort to know and get along with everyone, but don't try too hard
- Ask before joining them for lunch
- Have friendly conversations when on breaks
- Be courteous and smile
- Avoid conversing/ arguing about Religion, Politics, Race and other controversial topics



## Keep an Open Mind

- Be aware of your role and responsibilities and at the same time be open to taking up new initiatives
- Be open to accepting tasks that you need to learn how to do
- Be proactive
- Identify your strengths and keep pushing your boundaries
- Don't be in too big a hurry to advance

## Be Positive and Supportive

- If work is not going the way we planned, stay positive and explore alternative ways to approach the situation
- Support your peers with their tasks if you have time to spare
- Respect the opinion of your peers

## Communicate Effectively

- Be clear and precise in your communication
- No need to use fancy words, let it be simple and effective
- Be aware of 'What to communicate', 'Whom to communicate with' and 'How to communicate'
- Be Assertive, but not Aggressive
- Never lose your temper in the work place
- Politely explain your discomfort or difficulties and seek help



### Keep Personal Information to Yourself

- Friendliness is good and at the same time, don't let your life become the office "Soap Opera"
- Be aware of your emotions and be cautious about what you say
- Don't stick your nose into others' personal business



- Chinese Whispers

Learnings from the activity:



- Avoid eavesdropping
- Don't show much interest in someone else's personal life
- Don't complain about your colleagues/ managers to others
  - If you have a difference of opinion, have a one-on-one discussion and sort it out

## Maintaining Professional Decorum

- Maintain a professional relationship with everyone
- Avoid wandering around the campus
- Behave appropriately with colleagues of the opposite gender
- Avoid extending office hours unnecessarily – just to spend time with friends



- Actions that you will take from today to succeed in your career

Notes:



## Meeting Etiquette

- Attending business meetings
- Meetings involving a Meal
- Team-Outing etiquettes



- Role play

Learnings from the discussion:



## Attending business meetings

- Always be on time for meetings
- Be aware of the agenda of the meeting
- Carry a notebook & pen and take notes
- Pay attention
- Never bring up personal problems/issues in a professional meeting
- Avoid “you” talk (Blaming)
- Respect members attending the meeting

## Meetings involving a Meal

- Dress Appropriately
- Know where you can be seated
- Don't order a meal which you have to eat with your hands
- Don't order alcohol
- Wait for the host to begin eating
- Wait for all people to be served
- Know which silverware to use with which food
- Cut your meat one bite at a time
- Don't chew with your mouth full



## Team-Outing etiquettes

- Determine your strategy: network with new people or certain known targets
- Don't just hang out with friends, interact with senior people
- If someone enters your group, greet them and make introductions
- The food table is a good place to start a conversation
- Learn how to hold a napkin and plate in one hand
- Keep one hand free to shake hands
- Don't overindulge in alcohol

Notes:



## Multi-Cultural Etiquette

- Pronouncing and using the correct names of people
- Gestures
- Touch & proximity
- Speak in English

Notes:



## - Role Play

Notes:



Summarize the video:

## The Conclusion:

Summarize your learnings from the session:



# Time Management

*"A day spent with no focus or direction turns into time well wasted"*



**Duration: 4 hours**

## **Objectives**

- To learn the importance of goal setting and techniques for effective goal setting
- To know the importance of planning and prioritizing and tools/techniques to plan and prioritize your task
- To determine why and where you procrastinate and overcome procrastination
- To identify the most common interruptions of working time and ways to eliminate them
- To apply the practical techniques, concepts and strategies developed through this program



**- Can you feel the time?**

Learnings from the discussion:

## Characteristics of Time

- It can't be stopped
- It can't be saved
- It can't be controlled
- It can be measured
- It is constant

Managing time is more of managing yourself!!



- The Puzzle

Learnings from the discussion:



## Goal Setting

- One of the most effective ways to stay motivated is by setting goals for you every day.

### Effective Goal setting principles:

- Clarity- Set specific, achievable, time-bound goals.
- Challenge- set realistic and challenging goals.
- Commitment- invest enough effort into your goal
- Feedback- Identify a method to collect feedback on your progress
- Task complexity- In-case of a complex goal take enough time to complete it or modify the task to reduce time and complexity.

### SMART Goals



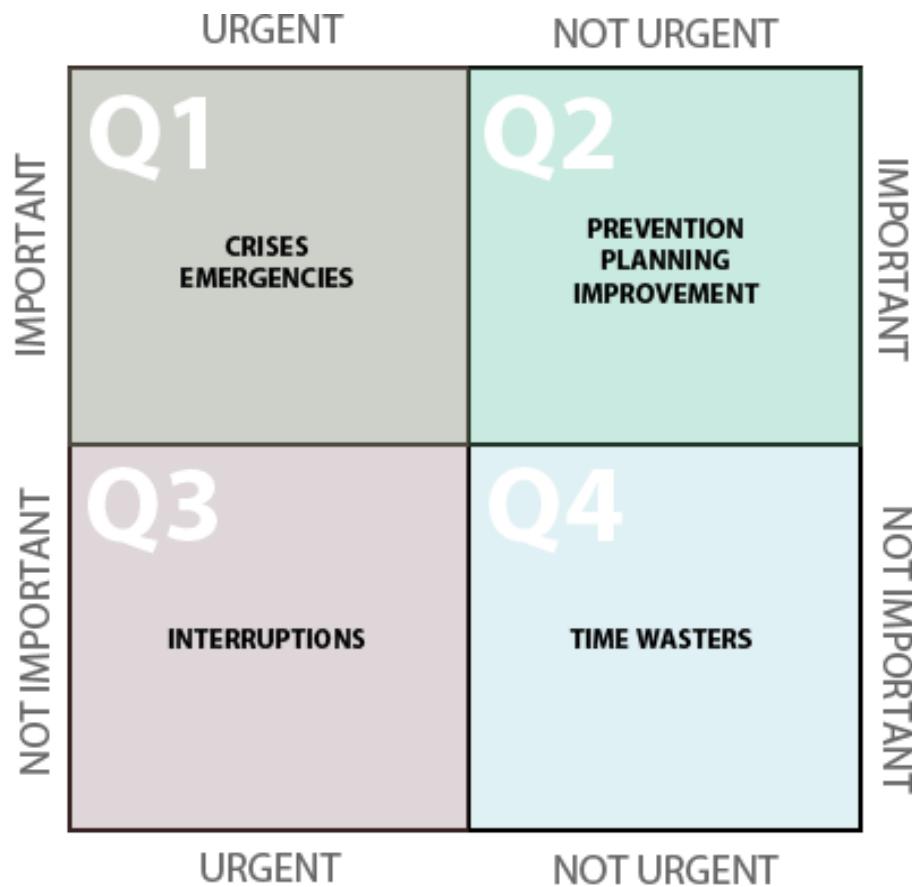
Notes:



## Importance of Planning & Prioritizing

- Planning is the most important part of the formula we call time management
- It will help you understand what is important, what's not and what you should be working on
- Planning helps you eliminate the “Decision Dilemma”- We don't have a shortage of time, but a problem of prioritizing
- Prioritizing gives you a clear direction on your responsibilities
- Prioritizing helps you understand what the impact would be if you don't complete a particular activity today

## Four Quadrants of Time Management





- Segregate your tasks for today in the 4 quadrants:

Q1	Q2
Q3	Q4



Learnings from the discussion:

## Time Wasters and how to avoid them

A few examples of time wasters at work

### Interruptions/Distractions:

Politely inform your team members that you are on a critical task and would prefer no interruptions and distractions

### Poor Planning:

Plan your work in advance - proper planning will help you stay focused

### Perfectionism:

Avoid reviewing your work repeatedly. This will prevent you from completing other priority tasks

### Procrastination:

Unnecessarily delaying tasks will be detrimental to your work



### Trying to do everything yourself:

Learn to say no and seek help if you feel the task at hand is too much for you to handle by yourself

### Too much socializing:

It feels great to get along with your colleagues but make sure it doesn't affect your productivity

### Not valuing your own time:

Use your time wisely. Ensure you plan your meetings well.

## Procrastination

### What is procrastination?

- Putting off something that requires immediate attention.

### *Types of Procrastinators:*

- "*The perfectionist*" - spends too much time on one component of a task/project and rushing at the last minute to complete the task.
- "*The imposter*" - puts off tasks to avoid risks, being seen as unqualified.
- "*The Dread-filled*" - puts off tasks if it's very boring or unpleasant
- "*The Overwhelmed*" - Piles up tasks and ends up never doing anything after so much has piled up
- "*The lucky one*" - They are people who work best under pressure hence pile up tasks for the last minute.

### How to avoid procrastination?

- Block out distractions
- Become Self Aware
- Say to yourself that first 30 minutes of your day is always for work
- Break down your tasks
- Motivate yourself to daunting/unpleasant tasks



- Develop skills you need to complete tasks faster

### Time Management Tools:

- Organizer
- Outlook calendars
- To do lists
- Bullet Journal
- Appointment books

Notes:



## Managing Distractions Effectively

Distractions can be from any source. Can be from within or from the external environment

### Possible distractions at work:

Types of Distractions	Examples
Environmental	Outgoing- Chatting with co-workers, e-mails, frequent breaks., Incoming- unscheduled meetings, e-mails, vehicular, construction noises from outside the office, etc.,
Social Distractions	Long conversations regarding tasks, colleagues talking on the phone loudly, sudden team plans etc.,
Technological Distractions	- Instant Messaging - Playing Games - Shopping - Job Searching
Internal distractions	Personal issues at home Dislike towards a colleague/ manager

### How to manage distractions?

- Create an atmosphere of concentration and focus
- Recognize your vulnerability to distractions
  - Identify your habits/actions that distract you
- Take a stroll instead of a scroll
  - If you need a break don't access Facebook/ WhatsApp/ YouTube, go for a walk instead
- Say no to long breaks
  - Take short worthwhile breaks when at work
- Read your emails at regular intervals
  - Act on emails that require your immediate attention
- Value your time
  - Exit prolonged meetings and conversations politely



## - Day-to-day Time Management Techniques

Learnings from the video:

## The Conclusion:

Summarize your learnings from the session:



# Engaging at the Speed of Trust



## **Objectives**

- Know how to build Self Trust
- Understand how to build Relationship Trust
- Understand the 4 Cores of Credibility™



**- What do the Picture say?**

Learnings from the discussion:



Notes:



## Building Self Trust

- Act with integrity
- Set a positive example
- Take responsibility

## Building Relationship Trust

- Develop trust with others
- Keep commitments
- Be honest
- Restore trust
- Solve problems creatively
- Resolve conflicts and disagreements

## Myths & Realities of Trust

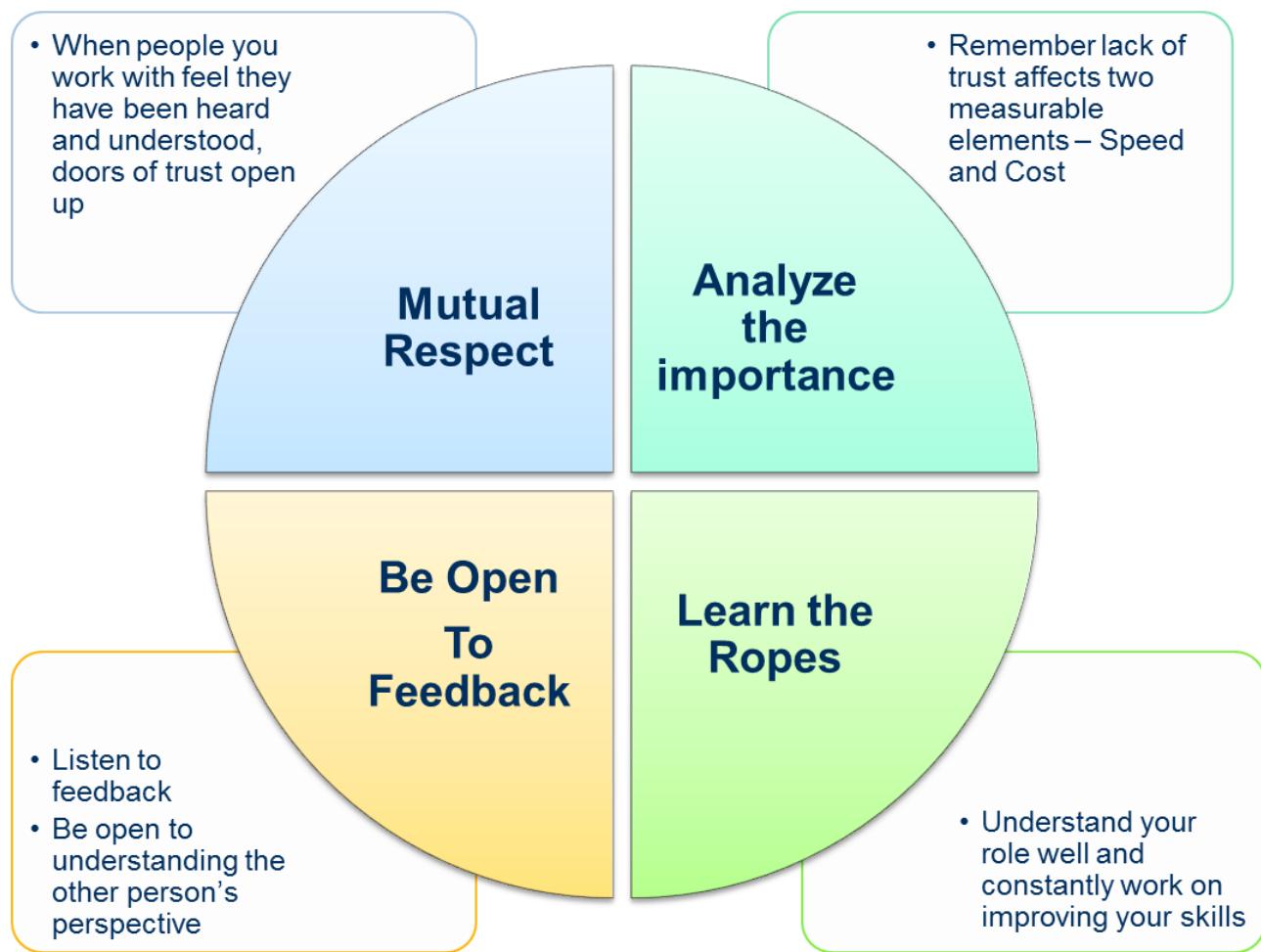
Myth	Reality
Trust is a soft, nice-to-have, 'social virtue'.	Trust is a hard-edged 'economic driver' because trust always affect two measurable outcomes: Speed and Cost.
Trust is Slow.	Nothing is as fast as the Speed of Trust.
Trust is built solely on Integrity.	Trust is a function of both Character (which includes integrity) and competence.
You either have Trust or You Don't.	Trust can be both created and destroyed.
Once lost, Trust cannot be restored.	Though difficult, in most cases lost Trust can be restored.
You can't teach Trust.	Trust can be effectively taught and learned and can become a strategic advantage.
Trusting people is too risky.	Not trusting people is a greater risk.
You establish Trust one person at a time.	Establishing Trust with one establishes Trust with many.
Trust is a noun only.	Trust is both a noun and a verb, a value and a competency.



## Self-Trust™ and the 4 Cores of Credibility™

- Integrity (Character)
- Intent (Character)
- Capabilities (Competency)
- Results (Competency)

## Techniques to Restore Trust





Notes:



### - Case Scenario

Notes:



FTP  
Fresher Training Program



- The Trust

Learnings from the discussion:

## The Conclusion:

Summarize your learnings from the session:



# Interpersonal Skills



**Duration: 4 hours**

## **Objective**

- By the end of this module, you should be able to
  - Understand Communication Styles
  - Be efficient in Group Interactions
  - Make requests, politely refuse requests and provide suggestions
  - Understand and practice Emotional Awareness
  - Know how to deal with difficult people in the workplace



**- Are Interpersonal skills mandatory in the work place and why?**



## Communication Styles



- Why are Communications styles important?

- Understanding the different communication styles will help you
  - Get stress out of your life
  - Get more out of the people around you
  - Drive productivity up
  - Be a better team player
  - Understand your own behavior and the behavior of the people around you

## DOTS

- The single biggest problem with communication is the illusion that it has taken place. – *George Bernard Shaw*
- Pre-Cognitive Communication – The study of the way we process our thoughts
- Your communication style can either create bliss or havoc within your work environment
- Dots categorizes communication styles into 4 colors

*David Dickson from New Zealand*

*Spent 25 years of research*



Notes:

Purple Dot	Red Dot
Yellow Dot	Blue Dot



### - Identify Communication Styles

Learnings from the discussion:

## Team Interactive Skills

### Take initiative

- It's not about the "Me", it's about the "We"
- Observation plays a vital role in communication starters
- Compliment generously
- Speak out
- Have a positive attitude
- Smile
- Build Rapport
- Be a team player
- Contribute to the bigger picture



## Be Supportive

- Collaborate
- Help/assist
- Empathize
- Recognize someone's value
- Recognize their goals and interests
- Listen
- Give positive feedback
- Use positive language

**Be an Active Team Member** - Make things happen, don't wait for things to happen

**Do not procrastinate** – Put in 100% effort and submit work on time

**Be a Good Listener** – Consider other people's ideas, feedback. Listen first.

**Communicate Constructively** – Express yourself, ideas & views

**Expressing yourself** – Be Clear, direct, honest & respectful

**Give Respect and support** – Don't lose your temper or be difficult. Be considerate, courteous and polite

**Care** – Look beyond yourself & your problems. Commit to your team's success

## Clarifying Skills

- **Clarification** is offering back to the speaker the essential meaning as understood.
- Confirming if the message you decoded is accurate
- It is a skill that enables the worker to **seek** specificity on what the client is thinking, feeling, and experiencing.
- Asking for examples, specifying the meaning of words, identifying the frequency and duration of problems are ways to **clarify** the client's message.



## Examples of clarifying statements and phases

Notes:



- Say what I mean

Learnings from the discussion:



## Requests

### Making & Refusing Requests

- Making & Refusing requests are essential in any work environment.
- It can be quite challenging when you are dealing with difficult or aggressive people.
- Understanding behavioral styles and learning how to be assertive helps.
- However, remember to always be polite
- Be firm, but also fair in the language you use
- Choose the right words
- Provide valid reasons
- Remember to smile. Your body language and facial expressions can add to a positive outcome

### Some phrases to use when making requests

- Could you please send out the report by today?
- Would you be able to work on this with me?
- Sorry to have to ask you this, however,
- I would be really grateful if you could...
- Would you have the time to assist me with some...?
- Please ensure that...

Notes:



## Some phrases to use when refusing requests

- I'm sorry but I'm a little tied up today.
- I wish I could help you with that, however
- I'd love to help, however...
- Could we do this at another time?

Notes:

## Suggestions

- Suggestions are very different from opinions
- Ensure that your suggestions don't end up sounding like an opinion
- A suggestion is more likely to be pondered upon and accepted than advice or criticism.
- You can use phrases like
  - May I suggest...
  - It's just a suggestion, but if you...
  - I would suggest you try



- Suggestions can be used when refusing a request. It reduces the negativity in a refusal.



### - Work Scenario

Learnings from the discussion:

## Emotional Awareness



### - What is it?

Notes:

- Emotional awareness – is to be aware of our own emotional state of mind and of others.
- Emotional Literacy – Being aware of the 6 core emotions
  - Anger.
  - Disgust.
  - Fear.
  - Happiness.
  - Sadness.
  - Surprise.

And being able to communicate more in empathically with them.

### Levels of Emotional Awareness

- Knowing the emotion is present
- Acknowledging the emotion
- Identifying the emotion
- Accepting the emotion
- Reflecting on the feeling
- Forecasting feelings

### 5 Skills to improve your Emotional Awareness

- Consider other people's emotions
- Consider your own emotions
- Have empathy
- Operate on trust
- Recognize misunderstandings



Learnings from the video:

## You, Me & Difficult People

### Clues to deal with difficult people

1. Listen.
2. Stay calm.
3. Don't judge.
4. Reflect respect and dignity toward the other person...
5. Look for the hidden need.
6. Look for others around you who might be able to help.
7. Don't Argue
8. Allow people to vent



9. Say, "Tell me more so I can understand better."
10. This may not be the time to make jokes
11. Don't act defensively.
12. Don't return anger with anger
13. Apologize
14. Set limits and boundaries.
15. Trust your instincts.
16. One response does not fit all. You have to remain flexible.
17. Discharge your own stress.
18. Give yourself credit for getting through an uncomfortable situation.

Notes:



F T P  
Fresher Training Program



- Role play

Learnings from the discussion:

## The Conclusion:

Summarize your learnings from the session:



# Communication Skills



## **Objectives**

By the end of this module,

- You should be able to communicate effectively as it directly impacts the company's brand image and its services. Consultants need to demonstrate a professional and yet human approach to communicate



**- What is Communication according to you? Why is it important?**

## The Process of Communication



### What is Communication?

- A process of transferring information from one entity to another.
- It is an interchange of thoughts or opinions through shared symbols. E.g. language, words, phrases
- It has originated from the Latin word “Communicate” which means to impart or share.

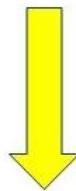
### What is Effective Communication?

- Effective communication is not just a business skill. It is a life skill & the most important source of personal power at work, family & social situations.
- Communication is the process of understanding and being understood through ideas, facts, thoughts and emotions.

*“Good communication is determined not by how well we say things but by how well we have been understood.”*

## Formula for Effective Communication

**Build on your experience +  
Regularly Assess yourself +  
Capitalize on your strengths +  
Improve your work areas**



## **Communicate More Effectively**

### Upward Communication

- Upward communication is communication where information or messages flows from the down or bottom of the organizational hierarchy to the top of the organizational hierarchy





**Direction:** Subordinates to superiors.

**Nature:** Participative in nature.

**Subject matter:** Providing feedback, opinions, suggestions, requests etc., to superiors.

**Purpose:** Covveys complaints, feedback, opinions, suggestions, requests etc.

**Field of application:** Democratic and Participative situation.

**Complexity:** Messages can be complex and repetitive.

**Frequency:** Minimal compared to downward communication

### Barriers to Communication

- Language
- Culture
- Gender
- Attitude
- Poor listening skills
- Lack of feedback
- Muddled messages
- Interruptions & distractions
- Physical
  - Distance
  - Environment
- Perceptual
  - Stereotyping
  - Assumptions
  - Frame of Reference
  - Map of Reality

Notes:



Learnings from the discussion:

## Being Proactive

- Plan for problems
- Improve work place communication
- Stay focused on the goal and mission
- Develop your strengths
- Work on your weaknesses
- Stay away from the distraction zone that can cause bad stress
- Do only those things you need to do now
- Stay productive and positive by controlling your thoughts
- Look for the answer inside yourself
- Don't blame others. Take full responsibility
- Hope for the best & prepare for the worst



Learnings from the video:

## Assertive Communication



- What do you think is the difference between being assertive and aggressive?

Assertiveness	Aggressiveness



### - The Quiz

Interpretations and Action taken:

## What is Assertiveness?

- The ability to communicate opinions, thoughts, needs and feelings in a direct, honest and appropriate manner, while respecting that of others
- It is about addressing issues here and now, as they arise, in a problem-solving way that creates a win-win situation for all concerned

## Assertiveness in Communication

- Effective Communication brings about the achievement of individual and shared goals.
- Assertiveness increases your ability to reach these goals while maintaining your rights and dignity, and respecting that of others.
- Why is it Important?? - No one can read your mind, so expressing your thoughts, feelings and opinions and standing up for yourself
- People who want to be thought of as 'nice' or 'easy to get along with', often keep their opinions to themselves, especially if those opinions conflict with other people's opinions. This is not effective behavior, especially in the workplace.



## Behavioral Styles

To understand Assertiveness, we need to understand behavioral styles:

- Passive
- Aggressive
- Passive Aggressive
- Assertive

### Passive

- Puts everyone else first, even at own expense. The message is: 'I give all my power to you'
- Tends to be someone who attempts to gain the approval of others and avoid hurting or upsetting anyone.
- Has negative outcomes – You Win, I Lose.



- How would you react to passive or submissive behavior?



## Aggressive

- Everyone else has no choice. The message is: "I take all the power from you"
- Invades another's boundaries or individual rights, with the intention of dominating and getting their own way.
- Leads to negative outcomes – I Win, You Lose.
- People either retaliate with more aggression, or retreat.

## Passive Aggressive

- Making Wishful Statements
- Sometimes saying nothing at all is passive-aggressive
- A more active form of ignoring is procrastination
- Leaving someone out of an office clique
- Keeping score and taking revenge – When someone misses an important event in your life, you tend to do the same thing to that person

## Assertive

- We both have the right to an opinion and a choice. The message is: "We have equal power"
- They are aware of their feelings and express them in a constructive and appropriate manner.
- Produces positive outcomes for all – I Win, You Win.



## Body Talk

	Negative Body Talk		Positive Body Talk
	Passive	Aggressive	Assertive
<b>Posture</b>	Shrinking back/submissive	Leaning forward, invading the personal space of others	Upright/straight
<b>Head</b>	Head/chin down	Chin jutting out	Firm, not rigid
<b>Eyes</b>	Glancing away, little eye contact	Strongly focused staring, often piercing or glaring eye contact	Direct, not staring, appropriate, good & regular eye contact
<b>Face</b>	Smiling even when upset/ sullen expression	Set/firm/belligerent	Expression fits the words
<b>Voice</b>	Hesitant/Soft, trailing off at the end of words/sentence	Raised/loud/shouting/ Excessively emphatic	Well-modulated, fitting the situation & context
<b>Arms/ Hands</b>	Aimless/still/folded	Sharp gestures/finger pointing, jabbing, hands on hips, clenched fists	Relaxed/Moving easily
<b>Movement/ Walking</b>	Slow and hesitant or fast and jerky	Slow and heavy or fast, deliberate, hard	Measured pace suitable to situation

Notes:



Learnings from the discussion:

## Assertive Qualities

- Direct
- Equal
- Challenging
- Caring
- Honest
- Self-Aware
- Spontaneous
- Non-Judgmental
- Risk-Taking
- Initiating
- Specific
- Clear
- Confident
- Respectful



## Assertive Behavior at Work

- Ask task-related questions.
- Suggest alternative solutions/courses of action.
- State opinions.
- Be willing to speak up and out if necessary.
- Maintain your position politely.
- Confront ambiguities and conflicts.
- Ask for assistance when overloaded or having difficulty with a task.



Learnings from the discussion:



## Questioning Skills

- Open & Closed
- Funneling
- Probing
- Leading Questions
- Rhetorical Questions

Useful in the cases of...

- Rapport Building
- Networking
- Getting apt information

### Open Questions

- What happened at the meeting?
- How was the Client Visit?
- What would like to discuss in today's meeting?

Open questions are good for:

- Developing an open conversation: "What are the challenges that you face with this project?"
- Finding out more detail: "What according to you encompasses a project deadline?"
- Finding out the other person's opinion or issues: "What do you think about those changes we made last week?"

### Closed Questions

- Are you going to work today?
- Did you sleep well?



- Do you want some breakfast?

Closed questions are good for:

- Testing your understanding, or the other person's: "So, if I get this qualification, there's a chance I would get a promotion?"
- Concluding a discussion or making a decision: "Now we know the facts, are we all agreed this is the right course of action?"
- Frame setting: "Are you happy with the response from your customer?"
- A misplaced closed question, on the other hand, can kill the conversation and lead to awkward silences, so are best avoided when a conversation is in full flow.

## Funnel Questions

- "How many people were involved in the project?"  
*"About ten."*
- "Are the skilled in Java or Oracle?"  
*"Mostly Java."*
- "How many years of experience do they have?"  
*"About four or five."*

Funnel questions are good for:

- Finding out more detail about a specific point: "Tell me more about Option 2."
- Gaining the interest or increasing the confidence of the person you're speaking with: "Have you used the IT Helpdesk?", "Did they solve your problem?", and "What was the attitude of the person who took your call?"

## Probing Questions

- "When do you need this report, and do you want to see a draft before I give you my final version?"  
(or to investigate whether there is proof for what has been said)
- "How do you know that the new database can't be used by the sales force?"

Probing questions are good for:

- Gaining clarification to ensure you have the whole story and that you understand it thoroughly.



- Drawing information out of people who are trying to avoid telling you something.

## Leading Questions

- With an assumption: "How late do you think that the project will take to be delivered?" This assumes that the project will certainly not be completed on time.
- By adding a personal appeal to agree at the end: "Lori's very efficient, don't you think?" or "Option 2 is better, isn't it?"
- Giving people a choice between two options, both of which you would be happy with, rather than the choice of one option or not doing anything at all. Strictly speaking, the choice of "neither" is still available when you ask, "Which would you prefer of A or B", but most people will be caught up in deciding between your two preferences.

Leading questions are good for:

- Getting the answer, you want but leaving the other person feeling that they have had a choice.
- Closing a sale: "If that answers all of your questions, shall we agree a price?"

## Rhetorical Questions

- Rhetorical questions aren't really questions at all, in that they don't expect an answer. They're really just statements phrased in question form: "Isn't John's design work so creative?"

Rhetorical questions are good for:

- Engaging the listener.

## Developing Confidence



- What would you choose from the below and why?

- If you have ability, you shouldn't need effort
- If you need a lot of effort, it's a sign that you do not have ability



Notes:

## How confident are you?

- Confidence is a state of mind
- A person's state of mind is in constant flux
- Comfort levels and surroundings can affect your confidence
- Become a master of your weaknesses
- Remember that there is a very thin line between confidence and over confidence.
- Remember that body language can say a lot about your confidence levels



## **Building Confidence at work**

- It's possible to grow in confidence at work, but you have to be ready to apply these daily habits.
- Trumpet your own successes. ...
- Tell people you will finish the task. ...
- Speak your mind. ...
- Train yourself. ...
- Increase your knowledge. ...
- Bounce the criticism. ...
- Smile.

## **Active Listening**

**Listening is a conscious activity based on three skills:**

- Attitude
- Attention
- Adjustment

## **What is Active Listening?**

A way of paying attention to other people that can make them feel that you are listening to them

**Attentive:** Words, Facts, Figures, etc.

**Empathetic:** Feelings & Emotions



## Do you know these?

- We listen at 125-250 wpm, think at 1000-3000 wpm
- 75% of the time we are distracted, preoccupied or forgetful
- 20% of the time, we remember what we hear
- More than 35% of businesses think listening is a top skill for success
- Less than 2% of people have had formal education with listening

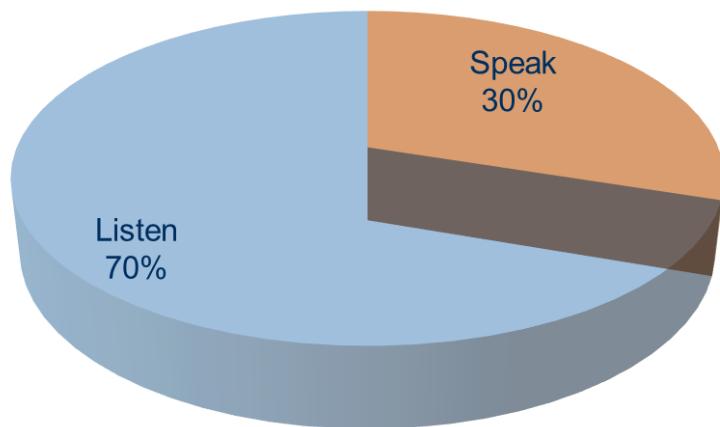
## Benefits of Active Listening...

- It teaches people to listen attentively to others.
- It tends to open people up, to get them to say more.
- Shows empathy
- Builds relationships

## The Main Goals to Active Listening

- Maximize your understanding of the other's perspective
- Minimize their defensiveness (and your own, too)

## Active Listeners





## Key Concepts of Active Listening

- Display involvement in what the person is saying
- Carefully observe the person speaking
- Resist distractions
- Try to stay focused on what is being said
- Ask for clarification of anything that you do not fully understand
- Delay making judgments about what is said.



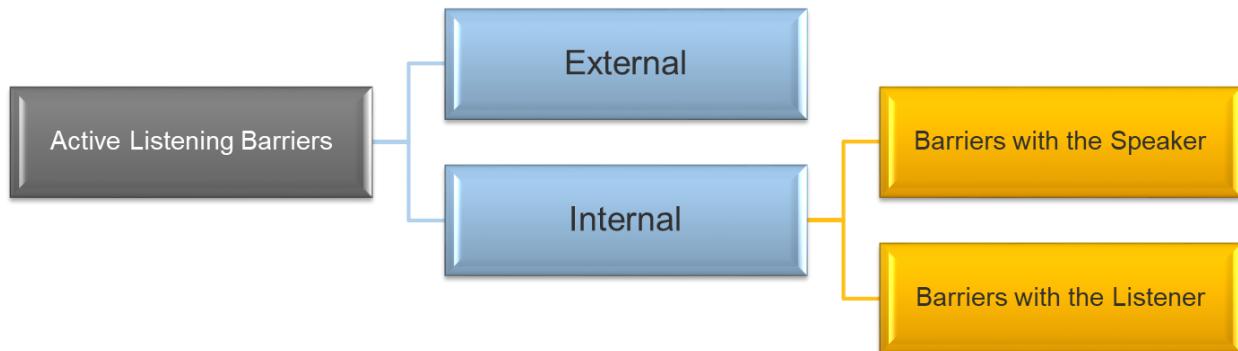
Learnings from the discussion:



## Why is active listening difficult?

- When people are preoccupied with current life stresses or difficult situations, it is hard for them to listen.
- Anxiety can make it hard to listen.
- Being angry at the person who is talking also makes it hard to listen.
- Having an idea in mind of what a person “should do” makes it hard to listen to that person's point of view.

## Barriers to Active Listening



## STEPS OF ACTIVE LISTENING

- 1) Listen
- 2) Question
- 3) Reflect-Paraphrase
- 4) Agreement



Notes:



## The various forms of Non Verbal Communication

- Touch
- Sound
- Smell
- Timing and speed of delivery of speech
- Proximity
- Posture
- Dress
- Eye contact
- Gestures
- Facial expressions
- Use of silence

### Etiquette

#### Meeting Etiquette

##### Meeting Etiquette

- Be on time
- Do not frequently interrupt others
- Carry a pen and a paper always
- Engage in conversations, not debate
- Go prepared
- It is ok to not know everything

##### Be meet smart

- Pay attention to non verbal cues
- Give others a chance to speak
- Use simple language
- Smile
- Do not shoot down any idea

##### Virtual meeting

- Do not be late
- Attendance: let people know when you join-in or drop off
- Be sound sensitive
- Pay attention
- Always let everyone know your name before you contribute
- Manners: Apologise if you interrupt, thank and greet people

Notes:



Learnings from the discussion:

## Telephone Etiquette

- Be Alert – Be ready to engage in a conversation
- Be Pleasant – Smile, it will be heard
- Be Natural – Use simple language. Be direct and brief
- Be Distinct – Speak clearly and loudly enough



- Be Expressive – Emote according to what you are saying

### Do's

- Smile 😊 (they really can hear it!)
- Speak Clearly and Concisely
- Be Enthusiastic
- Lower the Pitch of your Voice
- Talk in a Positive Mood
- Listen/Discuss

### Don'ts

- Frown ☹
- Mutter
- Sound Tired
- Speak in a Shrill Voice
- Speak Negatively
- Ramble

## P.I.C.T.U.R.E.

- P – Pitch
- I – Inflection
- C – Courtesy
- T – Tone
- U – Understand
- R – Rate of Speech
- E - Enunciate

## Keys to Listening

- Focus on the conversation
- Take notes if need be
- Cross Check and Clarity
- Use Verbal/Non-Verbal Nods
- Talk less, listen more
- Do not interrupt
- Listen for ideas and not just words
- Interject

## The Call Flow

- Create a Good First Impression
- Answer with a friendly greeting
- Ask the caller their name, even if their name is not necessary for the call and use it!

- Ask permission to put someone on hold
- Thank people for being patient or waiting
- Show value for the caller's time
- If you have to transfer a call, make a warm transfer
- Gather only vital information while taking messages
- Leave only important information on voice mails
- Ensure that you have covered all discussion points
- Hang up with a pleasantry to leave a lasting impression

## **Business Writing**

### **The Essence of Business Writing**

- How to write, in order to receive targeted responses to a work-related environment.
- The art of requesting and conveying information
- A lot writing for business is poorly written, disorganized, littered with jargon, and incomplete... Often it is either too long or too short. All these attributes contribute to ineffective business writing. This module will help you remedy these pitfalls

### **Business Writing Proficiency Segments**

- **Preliminary**
  - Can understand the general meaning of non-routine letters within own work area
  - Can understand more short reports of a predictable nature
  - Can make notes on routine matters such as taking and placing orders
  - Can write straightforward routine letters of a factual nature
- **Vantage**
  - Can understand the general meaning of non-routine letters



- Can understand the general meaning of a report even if the topic isn't predictable
- Can write a simple report, factual in nature and begin to evaluate, advise, etc...
- Can write a non-routine letter where this is restricted to matters of fact
- **Higher**
  - Can understand reports and articles likely to be encountered during their work, including complex ideas, expressed in complex language
  - Can handle a wide range of routine and non-routine situations in which professional services are requested from colleagues or external contacts

Notes:

## The Email

- Acknowledge the difference between mail and email.
- Watch out for the tone of an email
- Put the most important information first
- Your email is documented proof
- It is not a replacement for verbal communication

## The Components of an Email

- From
- To
- CC
- BCC
- Subject
- Attachments
- Salutation
- Pleasantry (Optional)
- Body
  - Context
  - Content
  - Conclusion
- Signature
- Proofread



Dear all,

Thank you very much for contributing for the meeting held today in terms of OD programs to be executed @ Pune location.

Here is a quick recap of what we discussed today, what we have to focus on in the upcoming weeks and steps we need to accomplish our goals.

**Objective:**

- OD program to be initiated by keeping in mind the organizational need in terms of all vertical/Horizontal units @ Pune location and not for any specific account.

**Conversation items:**

- To be precise "Effective communication" and "Assertive communication" keeping in mind the agile approach is the goal of interest.

**The reason being:**

- Employees lack the art of questioning, reasoning and responding.
- Employees are found more passive in communicating with client
- Lack of confidence in terms of agile approach while in daily standups.

**Best Regards,**

Dy. Manager HexaVarsity  
Mob: +91-0000000000 Ext: 00000  
Email: [nanang@hexaware.com](mailto:nanang@hexaware.com)  
Web: [www.hexaware.com](http://www.hexaware.com)

HEXAWARE

## Email Writing Tips

- Ensure your email projects a positive tone
- 'Reply all' only if necessary
- CC people only if they need to be kept informed
- All people taking action on the email will be in the 'To' field
- Keep your subject short and simple. Change it according to the email trail
- Never write in an email what you would not say to a person's face
- Control Email Flaming
- Use the high importance marker only if necessary
- Understand when to BCC people
- Proof Read!



Learnings from the discussion:

## The Conclusion:

Summarize your learnings from the session:



# Presentation Skills



**Duration: 4 hours**

## Agenda

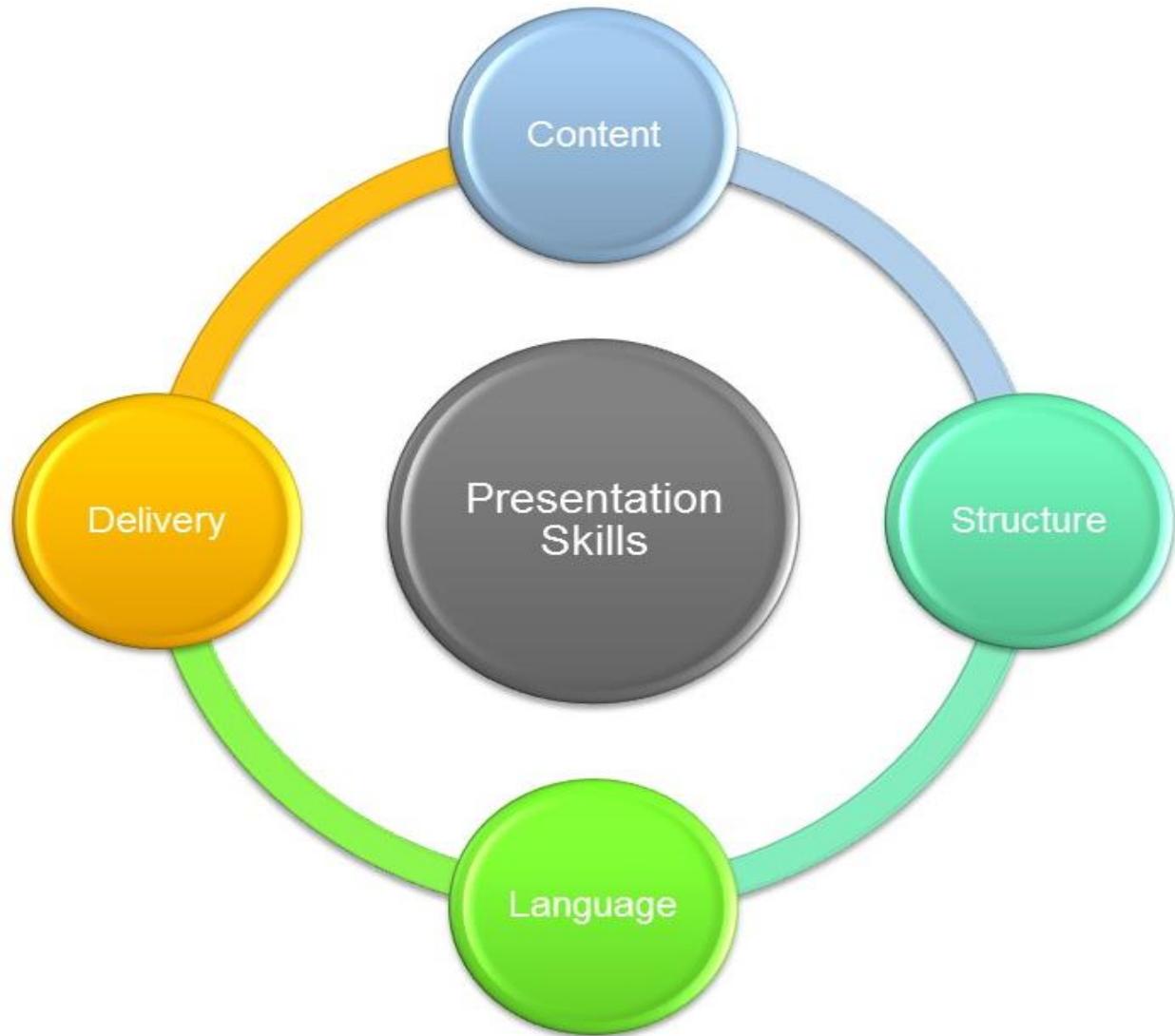
- Presentation Skills - Vital Elements
- Essential Elements of making a presentation
- Basic Presentation Flow
- Preparing for a presentation
- Delivering a good opening and closing to your presentation
- Managing your audience
- Responding to questions



Learnings from the discussion:



## Presentation Skills - Vital Elements



Notes:



- Self-evaluation: Rate yourself from 1 – 5 against the following parameters. (1 = Lowest; 5 = Highest)

Parameters	Rating	Action plan for improvement
Content		
Structure		
Language		
Delivery		



## Essential Elements of making a presentation

- Deliver messages that are believable and sincere
- Speak in a way that is easy to understand
- Use examples that are meaningful, and the audience can relate to
- Use different media to capture the attention of your audience
- Pay attention to detail and don't let yourself be caught off-guard
- Use words that are non-complicated yet impactful
- Use voice modulation to keep your audience engaged

### Basic Presentation Flow

- Opening - Introduction
- WIIFM
- Objectives
- Presentation
- Audience Management / Handling Questions
- Closing

Notes:



- Know how to operate the equipment in the room
- Be aware of any soft spots on the floor or loose wires that might trip you
- Keep your attire simple yet elegant – preferably formal
- Ensure the air-conditioning works well
- Make a checklist of the possible probable questions you might encounter

## **Delivering a good opening and closing to your presentation**

### **Opening:**

- Keep your introductions short – under 30 seconds would be a good idea
- Open with a Bang!!! – A good opening will always impress your audience
- Use Rhetorical questions, Stories, real life examples, use a video, or an activity to begin your presentation – depending on your audience

### **Closing:**

- Close with a Bang!!! As well!
- Leave the audience with a thought, a call to action, a quote or a video and pause for questions, if any



Learnings from the discussion:

## Managing your audience

- Encouraging Questions and Handling them in the right manner
- Avoid the common mistakes we make as presenters
- Learn the right way to deal with side conversations and dozers
- Learn to handle difficult people in the audience – questioners, ramblers, side trackers, know-it-alls, etc.

Notes:



## Responding to questions

Answer

Ask for questions

Rephrase the key issue

## Questioning Cycle

Recognize the questioner

Acknowledge concern

Listen effectively

Notes:



## Delivering Your Presentation

- Use Appropriate Gestures – No distractions – Rattling keys, clicking pen, marker cap, jewelry
- Actively listen to participants & encourage participation
- Engage the audience through questions & wait for responses
- Reiterate Key Concepts
- Be approachable & confident, demonstrate Integrity & support all information



Learnings from the discussion:



Learnings from the discussion:

## The Conclusion:

Summarize your learnings from the session:



# Interview Skills



## **Objectives**

- Learn the skills required to be successful at an interview
- Learn to build Rapport
- Understand appropriate body language, posture and facial expressions
- Build confidence and Credibility

## **Know Your Medium**

Your Interview is probably going to be

- Internal (with a Project Manager, Team Lead, etc...) or External (with a Customer or Client)
- Telephonic (used most often)
- Face to face, or
- Through video conference/Skype

## **Preparing for the Interview**

- Learn everything you can about the job and the role.
- Brush up on your technical skills
- Try and list down what you consider as values and why are they important to you.
- Learn power poses to exercise in privacy just before your interview.
- Breathe and Stretch
- Sit in front of a mirror and practice body language
- Carry Confidence and Trust into the Interview Room
- Watch Motivation videos online that will want to make you chase your dreams.



Notes:

## Body Language

Your Interview is probably going to be

- Internal (with a Project Manager, Team Lead, etc...) or External (with a Customer or Client)
- Telephonic (used most often)
- Face to face, or
- Through video conference/Skype



## Telephonic Interviews

### Things to keep in mind

- Volume is key during a telephonic conversation. Make sure you are loud enough. However, don't shout.
- If you can't hear the caller, politely ask them to speak a little louder.
- If the caller is speaking too fast, politely ask them to slow down.
- Speak at a moderate pace while responding to the caller.

### Answering the phone

- Tone is very important on telephonic interviews as your interviewer cannot read your facial expressions.
- When you're expecting interview calls, answer the phone politely whenever you receive a call from unknown numbers. You do not want sound aggressive, arrogant or rude.

### Availability

- If you are on the bus, train, riding a bike, driving a car or in any noisy environment, apologize politely and offer a call back.
- In most cases, the caller would offer to call you back.
- This also gives you time to compose yourself and prepare mentally to take up an interview.

Notes:



## Greeting

- Greet the interviewer appropriately, remember your facial expressions cannot be read, therefore, you must be able to convey them with your voice.
- Make sure you understand his/her name. Reconfirm it to make sure you got it right. (You do not want to be calling a Rochelle a Michelle or a Bandhu a Madhu)

## Technical Issues

- Watch out for static or network issues on the line that could affect your listening. If you do not have a good network connection, politely interrupt the caller and offer a call back, explaining that the line is bad.

## Introductions

- Your caller would usually introduce him/herself first.
- Use a buffer word like – “Good morning Michelle”.
- Don’t make it too long. Don’t be Boring!
- Smile
- Be courteous – Say, “how are you?” If the interviewer asks how you are; say, - “I’m great! Thank you for asking, how are you?” Always make sure you return the courtesy.
- The most common question asked is, “tell me a little about yourself!”
  - Ensure that you do not have a memorized script to recite.
  - Take time and ponder about what you want to put into a brief introduction of yourself. The key word here is “Brief”.
  - Do not recite your first, middle and last name. The caller already has it on your resume.
- A great way to introduce yourself is when you are able to convey more than one piece of information in a single sentence. For example, “Friendship has taught me how to trust”.
- An example of a very brief introduction would be-



"Well, my friends call me Steffie! I spend a lot of time with them. We have a lot of common interests like reading, going to the movies and of course - shopping at the mall. My family has played a vital role in my life as I get my analytical skills from my father who is a banker and my Style from my mother, who is a home maker and has great taste! My two elder brothers seem to think of themselves as my personal bodyguards! I'm so blessed to have them. I've grown up believing that I would make a great engineer (mention profession) and I'm really excited about starting my Career here with Hexaware. I've always worked hard and in the end, I believe that will earn its own reward." - This is a 50 Sec Introduction.

- Talking too fast might give people the impression that you are nervous. Always match the pace of the interviewer. Think before you speak. Pause for a moment to think about your response and then proceed – This makes you feel calm and composed.

## The Conversation

- It is easy to take notes during a telephonic interview. Listen attentively and respond with verbal nods (ok, alright, that's great, sure, definitely, etc...)
- Paraphrase so that you are absolutely sure that you have understood the context of the conversation or question asked.
- It's not wrong to share a laugh with the interviewer. But try and gauge the emotional context of the conversation or the person you are conversing with.
- Mirror the communication style of the interviewer – This lightens the atmosphere of the interview and establishes a comfort zone and helps you build rapport.
- If you sense that the caller did not understand you, offer to elaborate or repeat.
- Pick up hints from the conversation that will help with rapport. For example, if the interviewer asks you to tell him about your favorite cricket player, here are the questions that will help with rapport.
  - Do you love cricket too?
  - Did you watch the test match between India and Sri Lanka Yesterday? I really thought we'd win! I think Dhoni could have played better though!



- Remember – The Tone of your voice – must reflect your emotions. For example, the above example has excitement, disappointment and thought.

## The Closing

- Do not ask for the status of the interview there and then.
- Thank the caller for his time
  - Use a pleasantry like, “It was a pleasure speaking with you!”, “Have a good weekend”, “Have a nice day”
- Use the caller’s name along with your pleasantries.
- An example of proper closing would be
  - “Thank you for taking the time to call Bhanu, I really loved the conversation we had. You have a great day!”



Learnings from the discussion:



## Face to Face Interviews

- ✓ Face to Face Interviews are slightly more different from Telephonic Interviews.
- ✓ Here the interviewer gets to see you.
- ✓ This could have its pros and cons

## Watch out for

- You are face to face with the person and it is easier to mirror his mood. (Draw back to being professional and matter of fact if he is in a bad mood)
- Your body language and gestures can add to your confidence and help you effectively drive your points through.
- Your facial expressions can help project enthusiasm and confidence
- A positive attitude with just the right amount of energy would project a more positive you
- ✓ Print your resume.
  - Bring along a clean copy and or ensure that the interview coordinator gets a printed copy to avoid compliance issues. You can also email your resume if required.
  - Practice the pronunciation of names.
  - Find out how to pronounce the names of the people you will meet before the interview.
  - Check with your interview coordinator and find out who you would be speaking to.
  - Getting their names right earns you brownie points.

## The Confidence Factor

Your confidence or lack of it could be the deciding factor in your interview.

- Find out everything you can about the situation you're about to face.
- You can ask Batch mates or reach out to people who you have a good rapport with...
- Know your subject – make sure you're up to date on your domain knowledge.
- Make sure your clothes are clean and neat. That means they are stain-free, odour-free, and wrinkle-free, your shoes are cleaned and shined. Dress in something professional and yet comfortable.
- Clean and trim your fingernails. One of the first things you'll do is shake hands. You want to be sure your hands are presentable. Your hands will most probably be clasped together on the table.
- See that your hair is neat – combed, brushed, and away from your face.
- Leave extra jewellery at home. Keep it to a minimum – nothing flashy or jangly – so it doesn't distract the interviewer
- The way you look and how comfortable you feel, adds to your confidence

## Non-Verbal Communication

- Smile – Don't grin. Don't plaster a fake smile on your face.
- Listen attentively, take mental notes.
- Ensure that what the other person is saying makes sense to you.
- Use non-verbal nods to show that you're paying attention
- Maintain eye contact. But do not stare.
- Use open hand gestures when you talk.
- Remember to check your body posture to project a professional image.
- Don't fidget, it would make you seem more nervous



- Be open minded and do not let your facial expressions give you away. However, do not refrain from the use of facial expressions completely.

## Face to Face Introductions

- Walk in confidently.
- Keep your body straight, but not stiff. Make sure your chin is parallel to the ground.
  - If your shoulders droop, you would seem weak and low on confidence.
  - If your head is held too high, you would look arrogant and proud.
- You will introduce yourself first.
  - Use a buffer word like – “Good morning, I’m Jacob”. Shake Hands.
- Don’t just stand there if you’re not offered a seat. You could simply say, “May I sit, Please?”
- Be courteous & polite...

## The Hand Shake

- Don’t be afraid to shake your interviewer’s hand. A hand shake says a lot about you. It is one of the most crucial elements of impression formation.
- If you have more than one interviewer, then you must shake hands with all of them.
- A weak or soft handshake can indicate insecurity
- A quick-to-let-go handshake can suggest arrogance
- Make a handshake matter - eye contact, good grip, elbow erring toward a right angle. Do not pump the hand, unless the other person is insistent on just that.
- Remember to Smile.



## Answering Questions

- The most common question asked is, “tell me a little about yourself?”
  - Ensure that you do not have a memorized script to recite.
  - Take time and ponder about what you want to put into a brief introduction of yourself. The key word here is “Brief”.
  - Do not recite your first, middle and last name. The caller already has it on your resume.
  - Remember to be natural, keep your body language in check and stay confident.
- Keep in mind that most general questions would arise from what you say in your introduction.
  - Always use references from your life experience when answering questions like, “How do you say that you are a good team player?”

Notes:



## Face to Face Conversations

- Listen
- Paraphrase/Clarify
- Respond
- Build Rapport
- Rate of Speech
- Body Language and Posture
- Confidence
- Proper Closing



Learnings from the discussion:



## Video Chat/Conference Interviews

### ✓ Things to keep in mind

- ✓ Volume is key during a video conference. Make sure you are loud enough.  
However, don't shout.
- ✓ Look out for other technical issues.
  - If the video screen is blank, it could be a technical snag, sometimes the interviewer might be able to see you.
  - Seek assistance if you are facing technical glitches like not being able to hear the caller.
- ✓ Don't shake your legs under the table, just because only your torso is projected.
- ✓ If you're on a skype call at home, make sure you have a decent background and are still groomed appropriately.
- ✓ A video call is a combination of a telephonic and a face to face interview. You must be able to use a combination of the two skills to successfully clear a VC interview.

### Remember

- Always Arrive Early
- Dress Professionally
- Ensure that your handshake is firm
- Be Confident
- Make Eye contact appropriately
- And SMILE!



Learnings from the discussion:

## The Conclusion:

Summarize your learnings from the session: