Thanks for putting across your suggestions. We appreciate the gesture. Here is our detailed response to the points you have

raised.

Could you please take this forward with Alice.

Request you to take this up with Scott.

Hi team,

Please see Gary’s mail below where he is discussing some of the best practices his organisation follows. Please go through

the mail. Let us brainstorm these ideas and find out how we can replicate them in our team.

We have received your mail and are working on the deliverable. We will submit the document by 18 February 2010

Hi team,

Over the last two weeks, we have missed the deadline on three deliverables. This has happened despite some of our team

members working beyond the normal office hours. This means we are not planning well. (problem)

Here is how we can proceed. (offering solution)

Step 1: Explain

Step 2: Explain

Step 3: Explain

I believe this approach will help us streamline the process, plan things better, identify problem areas more promptly and

deliver quality within the agreed deadlines. (why you think it is appropriate)

Let me know if you have any queries and suggestions by EoD today, 22 November 2010.

We will implement this approach starting 24 November 2010.

Hi Raman,

Thanks for sharing the feedback with us. We regret the three data errors you spotted in the document. (acknowledging the

problem)

We understand the criticality of the deliverables and the seriousness of such errors. We assure you that we will revaluate

our QC process, develop checklists and make other necessary changes so that no such error slips through in any of our

deliverables in the future. (suggesting a solution)

Regards,

Ankit

Interview--

I want to work here because with the skills and experience that I am bringing to the job, I may have an opportunity to

advance with the company. More importantly, you have an excellent reputation for offering quality services to your customers

and that is precisely why I would like to be a part of the company.

EVS provides-

Knowledge services to the clients

Business and technology Intelligence

Exceptional Quality

Why did you leave your last job?--

My job profile was not enriching.

Questions to ask-

Can you please tell us which stream have you specialised (Marketing/Finance, etc.) in? Probe more on the topic.

What are the projects you have worked on during your MBA/BBA/Engineering (whatever the case may be)? Ask for details.

Ask the candidates about their key tasks/accomplishments

Emphasise more on their achievements

Focus on areas where the applicant could have done better in his/her current role

Asking open-ended questions: Try to ask questions that will facilitate job-related discussion

Avoid questions that require a yes/no answer. Keep the questions open ended so that the applicants have the opportunity to

speak freely and voice opinions.

For example, Do not ask questions like “Are you confident that EVS is the right opportunity for you?” rather ask “Why do you

see yourself as an EVS fit?”

Tell me about an instance when you had to go above and beyond the assigned responsibility to get a job done?

What was the task assigned to you?

What extra steps did you take to achieve that task? ?

Were the extra efforts recognized by the organization?

Can you provide a recent example of when you were under stress, and how you coped?

Given the current working scenario, how would you strike a balance between the multiple tasks assigned to you?

Where do you see yourself 5 years down the line?

•What are the major responsibilities in your current role?

•Have you handled a team?

•How do you take care of team management/conflict?

•Did you look forward to any process improvement in your current role? If yes, how?

•Describe your current responsibilities/duties.

•How do you spend an average day?

•What has been your primary accomplishment?

•What has been your greatest challenge?

•Describe what you most enjoy/least enjoy about your current job?

•What in your background qualifies you for this job?

•If hired, how would you contribute immediately?

•If your boss was asked to describe you, what would he/she say?

•

What are the inherent strengths you possess that will get you this job?

•

•

•

How would you describe your weakness?

•

What are you doing to improve yourself?

•

Why do you want to change this job?

•

Why did you leave the one before this (if applicable)?

•

How confident are you that you can successfully perform the duties of this position and why?

•

Tell us about a situation that would demonstrate the level of confidence that you have in yourself.

•

Tell us about a situation that would demonstrate the level of confidence your manager has in you.

•

Tell us about a situation that would show the confidence your co-workers have in you.

•

Are you creative? Give us one example of your creativity.

•

Describe a situation where you came up with a creative solution to a problem.

•

Provide us with an example of your ability to work independently.

Give an example. The example may relate what you did in an emergency situation. If this is an entry- level position, use an

example from school, church, or other volunteer activities.

•

How do you deal with disappointment and work stress?

•

Tell me about a difficult problem you solved at work.

•

How do you deal with conflicts on the job?

Do you consider yourself successful? The right answer would be--

I have set certain goals, some have been met and others are yet to be achieved.

Saying No-

"Today, I have a lot of things I need to get done. I’m more than happy to help you, but I probably won't be able to get to

this until tomorrow or the next day." Or, you can say, "Let me write that down. I’m going to need to check with [insert

boss's name here] because we have a lot going on right now, so I may need to take something off my plate in order to help

you. Let me just get approval to do that."

Appropriate:

Hi Sheryl,

I appreciate your efforts towards reducing the number of errors in your work. There has been considerable improvement in

this area.

However, while reviewing your last report, I did come across some data errors. I would like to discuss this aspect with you

so that we can eliminate such errors completely. In case you still face difficulty in handling data, we can transfer you to

a department where you do not need to deal with data.

Should you have any suggestions, please feel free to share them with me.

**Some Non-verbal behaviours and their Interpretation**

|  |  |
| --- | --- |
| **Behaviour** | **Interpretation** |
| Brisk, erect walk | Confidence |
| Standing with hands on hips | Readiness, aggression |
| Sitting with legs crossed, foot kicking slightly | Boredom |
| Sitting, legs apart | Open, relaxed |
| Arms crossed on chest | Defensiveness |
| Walking with hands in pockets, shoulders hunched | Dejection |
| Hand-to-cheek | Evaluation, thinking |
| Touching, Slightly rubbing nose | Rejection, doubt, lying |
| Rubbing the eye | Doubt, disbelief |
| Hands clasped behind back | Anger, frustration, apprehension |
| Locked ankles | Apprehension |
| Head resting in hand, eyes downcast | Boredom |
| Rubbing hands | Anticipation |
| Sitting with hands clasped behind head, legs crossed | Confidence, superiority |
| Open palm | Sincerity, openness, innocence |
| Pinching bridge of nose, eyes closed | Negative evaluation |
| Tapping or drumming fingers | Impatience |
| Steepling fingers | Authoritative |
| Patting/fondling hair | Lack of self-confidence; insecurity |
| Tilted head | Interest |
| Stroking chin | Trying to make a decision |
| Looking down, face turned away | Disbelief |
| Biting nails | Insecurity, nervousness |
| Pulling or tugging at ear | Indecision |

**Example**

*Hi David,*

*We would appreciate if you could share with us the links to the websites you had mentioned over the call yesterday.*

*Regards,*

*Amit*

* Recognising excellence—(Tone: appreciative, enthusiastic)

**Example**

*Hi Ashish,*

*The team/organisation appreciates the amount of ‘intelligent’ hard work you have put into this project which reflects in the ‘excellent’ feedback from the client. Keep up the good work.*

*We are sure you will keep contributing to the organisation’s success in the future.*

*Regards,*

*Deepti*

* Writing to a client for a new project—(Tone: enthusiastic, confident)

**Example**

*Hi Arnold,*

*Thanks for the new project.*

*Based on our experience from the projects we have worked on together over the last two years, we can assure you that the team will complete the new project with the highest standards of quality delivered within the agreed timelines.*

*Please suggest a time when we can discuss the way forward on a call.*

*Regards,*

*Anil*

* Denying a request—(Tone: regretful, courteous; do mention the reason and suggest alternatives, if any)

**Example (you will not be able to deliver something you were asked for)**

*Hi Jason,*

*We are afraid we will not be able to provide the deliverable (with 80 company profiles) by 4.00 pm (ET) on 21 January 2010 because the dedicated 2-FTE team we have here is staffed on the XYZ project and will not be able to accomplish this new task within the timelines suggested by you.*

*Please let us know if any of the following options works for you.*

* + *We deliver the new task by 4.00 pm (ET) on 23 January 2010.*
  + *We put the ongoing XYZ project on hold and take up this new task in which case we will be able to deliver the project by 4.00 pm (ET) on 21 January 2010.*
  + *We staff two analysts from outside the ORC, the cost for which will be billed to you as per the charge rates agreed upon between ABC (the client’s organisation) and Evalueserve.*

*Regards,*

*Rohan*

* Rejecting a proposal/request—(Tone: thankful, regretful; do mention the reason for rejection, offer alternatives, if required and available)

**Example**

*Hi James,*

*Thanks for forwarding the proposal. We appreciate the effort you have put in. However, we are afraid we will not be able to consider your plan because of the following reasons.*

* + *Reason 1*
  + *Reason 2*

*Alternatively, we suggest you refer to the attached presentation and follow the plan laid out in it.*

*Hope this is suitable. If you have any queries/suggestions, please contact Alok, John or me.*

*Regards,*

*Vishal*

* Apologising for a mistake—(Tone: humble, confident that the mistake will be remedied)

**Example**

*Hi Raman,*

*Thanks for sharing the feedback with us. We regret the error you spotted in Table 2 of the document.*

*We assure you that we will re-evaluate our QC process and make necessary changes so that no such error slips through in any of our deliverables in the future.*

*Regards,*

*Ankit*

* Sharing negative feedback with a subordinate—(Tone: firm [fact-based] but courteous [address the issue; do not attack the individual; offer help])

**Example**

*Hi Rajesh,*

*While I appreciate the effort you have put into this project, I would like to highlight a few errors (highlighted in red in the attachment) that were spotted in the last deliverable you sent to the client. I would like to know why we were not able to deliver an error-free document.*

*Do let me know if I can help you in resolving any problems you might be facing.*

*Regards,*

*Rohit*

*[Note: This approach is not recommended for people who continue to make mistakes even after feedback is shared with them. For such people, a stricter tone may work.]*