

Effective Communication Lab Work Book

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PREFACE

The language Lab work book has been designed to initiate students into the practical aspects of language learning. Language skills, particularly related to speaking and listening need to be practiced in lab conditions. The present lab course, however, also includes lab activities related to grammar and vocabulary enrichment.

The software available in the laboratory is competency-based and enables students to assess their own errors and progress at their own pace. The lab work book is divided into two sections- Effective Communication –I and Effective Communication – II.

The first two exercises are related to listening skills. These exercises require the student to listen to recordings and answer the multiple choice questions which will enhance their understanding and also improve their listening abilities.

An important component of language study is the ability to read and comprehend with the view of skimming for major information as well as scanning for gist and specific information. Three practical exercises are related to the practice of these skills. The next lab activity is related to pronunciation rhythm, accent in connected speech, pitch, voice modulation and intonation.

The next exercise is based on advanced listening. The students get to listen to conversations and answer questions. Anexercise onpresentationskillshelps students in building their confidence and bodylanguage and thus improve their public speaking skills.

The next lab activity relates to improving writing skills especially with reference to the correct usage of idioms and phrases used in business communication. To enhance creative writing skills, three exercises on picture comprehension are included. The last exercise is based on interview skills. The exercise aims at enabling a student to frame effective responses to questions normally asked in interviews.

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**Effective Communication II (II Semester)**

# EFFECTIVE COMMUNICATION SEM-2 WORKBOOK

**Exercise 8**

**Objective**

Advanced listening exercise Part Three Questions 23-30

You will hear a radio interview with José Martínez, the Director of Pizza Rapida, a pizza delivery chain in Spain.

For each question 1 – 8, mark one letter (A, B or C) for the correct answer. You will hear the recording twice.

1. José Martínez became successful by A taking over a well-known competitor.

B establishing an innovative retail business.

**C gaining a reputation for high quality.**

1. Before José Martínez set up his pizza delivery service, he A tested samples on potential clients.

B handed out product questionnaires.

**C assessed demand in different areas.**

1. According to José Martínez, the Spanish fast food businessA is different from that of the U.S.

**B has slowed slightly in its rate of growth**. C employs an increasing number of women.

1. José Martínez wants his trainee managers to A develop a competitive attitude.

**B try out some of the shop-floor jobs. C** spend some time working abroad.

1. José Martínez believes that at first people invested in Pizza Rapida because they

**A were attracted by what the company offered.**

B saw that the shares were performing well.

C thought food companies were a safe investment.

1. José Martínez left the first company he worked for because it

**A set the staff impossible targets**. B offered insufficient incentives. C provided inadequate support.

1. José Martínez finds that popular sports events

**A are good places to advertise his service.**

B raise brand awareness through team sponsorship. C increase public demand for his products.

1. What does José Martínez plan to do in the future? A develop a chain of restaurants

**B set up a franchise operation**

C expand into the frozen food market

Exercise 9

**Objective**

To learn presentation skills

Are you nervous about your public speaking skills? Developing and delivering business presentations, just like most functions in business, are formulaic and are a learned skill. Learn the formula, practice the skill and you will gain competency as a presenter.

Here are some of the fundamentals of presentations to help you build your skill.

**Planning Your Presentation**

In creating your presentation, think like a reporter and answer the "who, what, why, how, and where" questions.

Who will attend--and how many? Aim the content of presentation to your audience, and the choice of visuals to meet the needs of your group. Visuals need to be visible to everyone.

What is the purpose of the presentation? Is it to explain a plan or project; to tell people what to do-- and how; report on what's been done; get support for an idea; define or solve a problem; gain consensus for a decision; provide training; or encourage motivation.

Why are they there? Is attendance mandatory? Any time anyone attends a meeting, they will always be asking themselves, "What's in it for me?" Be sure you answer that question for them.

What information is needed to support your purpose? How will you present it? Keep your points short, concise and understandable to your audience. Use visuals to clarify and reinforce your message.

Where is it going to take place? The room that the presentation is in will have an impact on how you present. Will you need a projector or can you use flip charts? Will you need a microphone? Do you need a riser (podium)?

**Presentation Format**

From Toastmasters International, Inc.'s Communication and Leadership Program comes a typical presentation format. It will have an OPENING which will capture audience attention and lead into the presentation topic. Then, a BODY which has a series of points with each point beginning with a statement of fact followed by supporting material. The presentation then ends with a CLOSING which contains a review (or summary), and a call to action (or a memorable statement).

In timing your presentation, an ideal breakdown would be: Opening - 10 to 20 percent

Body - 65 to 75 percent

Closing - 10 to 20 percent

Toastmasters encourages that each point you make be clearly stated, illustrated and supported. Act as though your audience is not at all familiar with your topic; don't assume they know anything. Avoid jargon. Devote a similar amount of time to each main point, otherwise the audience may consider it less important. Arrange your points in logical order.

Tips for Successful Presentations Plan your timing

Make your points clear Speak clearly

Use visuals that can be seen by all End on time Building Your Confidence

Nervousness is healthy--it shows that the presentation is important to you and that you care about doing well. Knowing as much as you can ahead of time will give you confidence. Rehearse until you are comfortable with your material.

Here are some additional tips on how to control nervous jitters: Realize that people want you to succeed.

Relax. Take a deep breath. When we get nervous, we breathe shallowly. If you concentrate on breathing deeply, you'll get enough air to speak and ease your panic.

Use good posture. We have more power and energy when we stand erect with weight balanced equally on our feet.

Concentrate on the message, not on how you are coming across.

Use eye contact. This will help your audience know that you are speaking to them, not at them. Find a few supportive faces and hold their eyes as you make a point.

Turn nervousness into positive energy. Do not apologize. Forget perfection.

Learn to laugh at yourself. The problems that occur during presentations are funny (equipment doesn't work, you trip, you discover a gob of toothpaste on your clothing).

Build in appropriate humor (not jokes), those funny things that happened on the way to the meeting room.

Use anecdotes to bring the statistics, facts, and figures that you need to deliver to drive them home.

Going From Good to Great

The next time you deliver an presentation, ask a trusted colleague in the audience give you feedback afterward. If the feedback shows that you need help, hire a private presentation skills coach.

Once you are comfortable, consider joining Toastmasters International to continually enhance your new skill.

Use your presentation skills to make an impact and to elevate your stature. Be willing to break your current corporate model and dare to be different. Get your audience to say, "Wow, not only did I learn something, but she was a dynamic presenter!"

Oral Presentations:

Well framed Openings

An oral presentation is structured on a particular topic and an important aim of this is that the

listeners are able to follow and remember later -what was said .”Well begun is half done”-A good opening that introduces the topic at hand and delineates the structure of the presentation goes a long way in holding the attention and interest of the audience.

Read the following example opening lines:

* 1. In my presentation today, I am going to look at some of the issues that affect development in the North -Eastern region.
  2. For the next thirty minutes or so, I’d like to give you some of the reasons why some of the academicians in India feel that education in India has not served the intended purpose.
  3. In my talk today , I am going to focus on the contribution of Indians to Science .
  4. In this presentation ,I shall be explaining the reasons why malnutrition is a concern for our society.

EXERCISE

Discuss with your partner or in small groups

**1.Which verbs have the speakers used to tell the audience what they are going to do? Underline them. Write below any other verbs, along with appropriate prepositions after them, that could be used to begin an opening statement.**

Ans .The speakers have used the following verbs to tell the audience what they are going to do:

look at (a) give (b) focus on (c) explain (d)

Other verbs that could be used to begin an opening statement are: discuss, examine, explore, analyze, investigate, present, introduce, outline, address, highlight.

1. **Which tense is the speaker using to let the audience know what he intends to do ? Underline the verb phrases in the sentences above( a-b-c-d)?**

Ans. The speaker is using the future tense to let the audience know what they intend to do. The verb phrases in the sentences above that are in the future tense are:

I am going to look at (a)

I’d like to give (b)

I am going to focus on (c) I shall be explaining (d)

1. **Frame appropriate openings for the following topics. Try and vary the openings for these and practise speaking them without looking at the texts.**

**a.Liberalization and the Indian Economy.**

Today, I am here to talk to you about the impact of liberalization on the Indian economy. In this presentation, I will be discussing the economic liberalization policy adopted by India in the 1990s.

Welcome everyone, today I am going to examine the pros and cons of liberalization and its impact on the Indian economy.

**b ) The life and times of Swami Vivekananda**

Good morning, today I want to present the remarkable life and times of Swami Vivekananda to all of you.

In this talk, I will explore the major milestones of Swami Vivekananda's life and the influence he had on Indian society.

Hello everyone, today I would like to discuss the inspiring journey of Swami Vivekananda and his contribution to Indian spirituality.

1. **Factors causing the spread of H1N1 Virus.**

Thank you for being here today. I want to discuss the factors contributing to the spread of H1N1 Virus.

In this presentation, I will investigate the reasons behind the rapid spread of the H1N1 Virus. Good afternoon everyone, today I am going to highlight the various factors responsible for the rapid transmission of the H1N1 Virus.

1. **The impact of The British Rule on Indian Society.**

Today, I will be discussing the impact that the British rule had on Indian society and how it shaped the country we live in today.

As we look back at the history of India, we cannot ignore the impact that the British rule had on our society. In this presentation, I will be delving into this topic and analyzing its effects on our country.

Welcome everyone, today we will be exploring the complex relationship between India and Britain during the colonial period. Specifically, I will be discussing the profound and long- lasting impact that the British rule had on Indian society**.**

# EXERCISE 10

Objective

To practice idioms and phrases

The word ‘idiom’, has been taken from the Latin word, ‘idios’, meaning ‘peculiar’. It is important to learn idioms because there is no connection between the words used to form an idiom and the actual meaning of the words taken as a phrase. Idioms and phrases are used in everyday contexts and without knowing the meanings they pose a challenge.

Examples:

Idiom: Bread and butter letter Meaning: a thank you letter

Usage in a sentence: It was surprising to receive a bread and butter letter from my boss.

Idiom: Fall on stony ground

Meaning: advice which one chooses to ignore

Usage in a sentence: The supervisor’s repeated requests to call off the strike fell on stony ground. Write meanings of the given Idioms and make sentences:

# Beat around the bush

Meaning: to avoid talking about something directly

Usage in a sentence: Stop beating around the bush and tell me what you really want to say.

# Pink slip

Meaning: a notice of termination of employment

Usage in a sentence: After the company's profits declined, many employees received pink slips.

# Across the board

Meaning: applying to everyone or everything in a group

Usage in a sentence: The company announced a 10% pay raise across the board.

# All ears

Meaning: listening carefully or eagerly

Usage in a sentence: When my friend started talking about her new business venture, I was all ears.

# Asleep at the switch

Meaning: failing to do one's job or duty properly

Usage in a sentence: The accountant was asleep at the switch and failed to catch the mistake in the financial report.

# Back to square one

Meaning: to start over from the beginning

Usage in a sentence: After the project failed, we had to go back to square one and rethink our strategy.

# Band-Aid solution

Meaning: a temporary fix for a problem

Usage in a sentence: The quick repair was just a Band-Aid solution, we needed to address the root cause of the problem.

# Between the devil and deep blue sea

Meaning: to be in a difficult situation with no good options

Usage in a sentence: Choosing between two job offers was like being between the devil and deep blue sea.

# Beyond his ken

Meaning: outside of one's knowledge or understanding

Usage in a sentence: The subject matter was beyond his ken, he struggled to comprehend it.

# Bigwig

Meaning: an important or influential person

Usage in a sentence: The CEO of the company is a bigwig in the business world.

# Bread and butter

Meaning: the main source of income or livelihood

Usage in a sentence: Freelancing has become my bread and butter since I lost my job.

# Break the ice

Meaning: to ease tension or awkwardness in a social situation Usage in a sentence: Playing a game of cards helped break the ice at the family reunion.

# Cakewalk

Meaning: an easy task or victory

Usage in a sentence: After weeks of rigorous practice, the championship game was a cakewalk for the team.

# Called on the carpet

Meaning: to be reprimanded or disciplined by someone in authority Usage in a sentence: The employee was called on the carpet for arriving late to work multiple times.

# Catch-22

Meaning: a situation in which a person is trapped by contradictory rules or circumstances

Usage in a sentence: She couldn't get a job without experience, but she couldn't get experience without a job; it was a catch-22 situation.

# Cold feet

Meaning: to become nervous or afraid to do something previously planned or decided

Usage in a sentence: On the day of the performance, she got cold feet and decided not to go on stage.

# 17.D-day

Meaning: the day when a significant event or decision will take place Usage in a sentence: The team had been preparing for the project for months, and finally, D-day had arrived.

# Eat humble pie

Meaning: to admit one's mistake and apologize

Usage in a sentence: After realizing her mistake, she had to eat humble pie and apologize to her boss.

# Face the music

Meaning: to accept the consequences of one's actions Usage in a sentence: He knew he had to face the music after breaking the law.

# Feather in one’s cap

Meaning: An accomplishment to be proud of

Usage in a sentence: Winning the first prize in the national science competition was a feather in his cap.

# Get the walking papers

Meaning: To be fired or dismissed from a job

Usage in a sentence: After repeatedly failing to meet the company's sales targets, he finally got the walking papers.

# Give someone an even break

Meaning: To treat someone fairly or give them an equal opportunity Usage in a sentence: It's important to give everyone an even break and not discriminate based on their background or appearance.

# Grapevine

Meaning: informal way of spreading information or rumors, usually through gossip.

Example: The grapevine is saying that there might be layoffs next month.

# Hats off to –

Meaning: to give respect or praise to someone.

Example: Hats off to the team for completing the project on time.

# In one's good books

Meaning: to be in someone's favor or good opinion.

Example: I made sure to finish my work on time to stay in the boss's good books.

# Keep a straight face –

Meaning: to maintain a serious or expressionless face, especially in a situation where others might laugh or show emotion.

Example: Even though the joke was funny, I had to keep a straight face during the meeting.

# Keep one's fingers crossed

Meaning: to hope for good luck or success.

Example: I'm keeping my fingers crossed that I get the job offer.

# Once in a blue moon

Meaning: a rare or infrequent occurrence.

Example: My grandparents only visit us once in a blue moon.

# Pass the buck

Meaning: to shift the responsibility or blame to someone else. Example: Instead of taking responsibility for the mistake, the manager tried to pass the buck to his subordinates.

# Pandora's box –

Meaning: a source of many troubles or difficulties.

Example: Opening up that old issue could be like opening a Pandora's box.

**Exercise 11**

# Objective

To enhance creative writing skills

# Write the Story-1

Directions: Look at the picture below. Write a story to tell about what you think is happening in the picture. Name your characters and use lots of detail.



Jenny was an 8-year-old girl who had been locked inside her home for months now, ever since the COVID-19 pandemic had hit the world. She spent most of her days staring out the window, looking at the world outside and wondering when things would go back to normal. However, the sight outside her window was not what she expected.

The streets were empty, and there were no people outside. All the shops and parks were closed, and there were no cars on the road. But Jenny found something beautiful in the emptiness. She noticed the little things that she would have missed otherwise. She saw the beautiful blue sky, the green trees swaying in the wind, and the street animals roaming around.

Jenny was fascinated by the street animals. She saw squirrels jumping from one tree to another, birds flying around, and a group of cats sleeping on the sidewalk. She named the cats after her favourite cartoon characters and would talk to them every day, imagining their responses.

The natural beauty outside her window gave her peace and comfort during these tough times. She would sit by the window and read her books or draw pictures of the animals she saw outside. She even wrote a story about a little bird that she saw perched on the windowsill.

As the days went by, Jenny learned to appreciate the small things in life. She found joy in the little moments, and her imagination was

sparked by the natural beauty outside her window. And when the day finally came for her to leave her home, Jenny stepped outside with a new perspective on the world around her.

Write the Story-2

Directions: Look at the picture below. Write a story to tell about what you think is happening in the picture. Name your characters and use lots of detail.



Jack had always felt like he was stuck in the past. He couldn't shake the feeling that his mistakes were holding him back, that his failures were weighing him down. But today, as he walked through the vast grasslands, he felt something shift within him.

The sun was shining down on him, and the tall grass rustled with every step he took. The world felt so alive and so full of possibilities. It was like he was leaving all the bad things behind and walking towards a brighter future.

He breathed in the fresh air and felt his spirits lift with every passing moment. He had been feeling stuck for so long, but now he felt like he was finally moving forward.

As he walked, he couldn't help but think about all the things he wanted to accomplish. He wanted to travel the world, start his own business, and make a difference in people's lives. He had always felt like these were just distant dreams, but now they felt within reach.

The vast expanse of grasslands made him feel small, but at the same time, it gave him a sense of perspective. He realized that his problems were not so big in the grand scheme of things, and that he was capable of overcoming them.

As the sun began to set, Jack turned back towards home, feeling grateful for the newfound sense of hope that he had found in the

grasslands. He knew that he still had a long way to go, but for the first time in a while, he felt like he was headed in the right direction.

Write the Story-3

Directions: Look at the picture below. Write a story to tell about what you think is happening in the picture. Name your characters and use lots of detail.



In the middle of a busy city, there was a wooden bench placed between two tall buildings. This bench was a popular spot for stray dogs and cats to rest and find shelter from the noisy streets. One day, a little terrier named Scrappy and a white fluffy cat named Snowy had found themselves on the bench together.

Scrappy was a tough little dog who had learned how to survive on the streets, whereas Snowy had always lived a luxurious life as a house cat before being abandoned. As they sat on the bench, Scrappy's empty stomach made loud noises, and Snowy could see that he was hungry. Being a well-fed cat, Snowy had never experienced hunger like this before.

Scrappy's nose picked up the scent of something delicious, and he followed it to a nearby dumpster, where he began to rummage through the trash. Snowy watched in horror as Scrappy ate scraps of leftover food. Suddenly, Scrappy was startled by a large rat and yelped loudly. The rat had been enjoying the same scraps as Scrappy and didn't want to share. Scrappy bravely stood his ground and barked fiercely until the rat ran away.

Snowy was impressed by Scrappy's bravery and determination, and she realized that there was a lot she could learn from him. From that day forward, they became inseparable friends. They shared their meals, looked out for each other, and even found a cozy place to sleep on the bench.

As the sun set over the city, Scrappy and Snowy snuggled up together on the bench, feeling safe and content. They had each other, and that was all they needed to survive in the tough and unpredictable world they lived in.

**Exercise 12**

# Objective

To enable the student to comprehend the meaning and the associated importance of an interview. The exercise will guide the student to self reflect on one’s personality and associate oneself with a particular set of qualities, thus helping in expressing oneself effectively. The student will learn to draft responses to some commonly asked interview questions.

Definition of an Interview

An interview is a formal discussion that is usually conducted in person between the employer and the prospective employee. It

could also take place telephonically or sometimes through a ‘video- conference’. The intention of this conversation is to establish a

candidate’s suitability for a particular job profile. Towards this goal, well thought of questions are asked to elicit responses from the candidate.

Importance of an Interview

An interview call can be considered one of the most important developments with respect to the job seeker. This is so, as it clearly signifies an interest on part of the respective company to get the individual on board. This, then becomes an opportunity to be seized where one can showcase one’s abilities and persona vis-a-vis the job

profile and organizational culture at hand. This becomes the perfect opportunity to collect information about the organization , job position and future career opportunities and figure out whether the profile and work environment are right for you.

Also, organizations do not hire prospects on the basis of merit alone; in fact, a robust combination of an impressive personality , enthusiasm and excellent interpersonal and communication skills is preferred. The best way to match thisrequirement is to develop effective interviewing skills.

1. Research the organization and the job profile: Diligence in this area can surely accrue to a candidate’s advantage as one can relate to the expected questions. This would also communicate your interest to the employer: an insightful comment or a pertinent question would certainly make a strong statement.
2. Develop answers to likely questions: It is an intelligent approach to grow a pool of questions based on individual background ,education ,activities and strengths and weaknesses and career aspirations.
3. Practise: Well-written answers must be practiced repeatedly. Use your personal circle of friends to give you insights on your oration and mannerisms. Take constructive criticism to refine your responses.

**PART ONE**

**Tell me about yourself**.

My name is Anirudh Kataria and I am currently pursuing B.Tech in Computer Science Engineering from NorthCap University in Gurgaon. In my free time, I enjoy watching movies, listening to new songs, and exploring new places.

**Why do you want to work at our company?**

I have researched your company and found that it aligns with my career aspirations and values. I am impressed by your company's vision and the impact it has made in the industry. Additionally, the job profile aligns with my skill set and interests, and I believe I can contribute to the company's growth and success.

**What are your goals in life?**

My primary goal is to continuously improve my skills and knowledge in the field of computer science and work on innovative projects that make a difference in society. In the long term, I aspire to lead a team of professionals and contribute to the development of new technologies.

**What is your greatest strength?**

My greatest strength is my ability to adapt to new situations quickly. I have a positive attitude towards learning and can efficiently work in a team or individually. Additionally, I am detail-oriented and strive for excellence in all my endeavors.

**Tell me something which is not written in your resume.**

Apart from academics, I am passionate about photography and have won a few awards for my work. Photography has taught me patience, attention to detail, and the importance of perspective.

**Do you want to ask us something about the company?**

Yes, I would like to know more about the company culture and the opportunities for growth and development for employees.

# Some Tricky Questions

1. **What is your greatest weakness?**

My greatest weakness is my tendency to be a perfectionist. While it motivates me to do my best, it can sometimes lead to delays in completion of tasks. However, I am working on it by prioritizing tasks and seeking feedback from peers and colleagues.

1. **Where do you expect to be in five years’ time?**

In the next five years, I envision myself as a skilled professional, having worked on various projects, and gained substantial experience in my field. I aspire to take on higher responsibilities and contribute to the growth of the organization.

1. **If you are offered a higher salary elsewhere, what would you do?**

While salary is an important factor, it is not the only one. I would weigh the pros and cons of the offer and evaluate if it aligns with my career aspirations and values. If it does, I would have an honest conversation with my current employer and try to negotiate a better offer. However, if the offer is substantially better and aligns with my aspirations, I would consider making the switch.

1. **Give an example when you took initiative?**

In my previous internship, my team was facing a challenge in meeting a project deadline. To overcome this, I proposed a new approach to complete the task efficiently. I took the initiative to lead the team in implementing the solution, which resulted in meeting the deadline and received positive feedback from the team and the supervisor.

PART TWO

The following table has personality words ; which of these do you think apply to you? You can take suggestions from friends and other close relations who could assess you much faster and more accurately than you could think yourself!

The impression that one carries about one’s personality ,abilities, interests and physical attributes is called self-concept. An individual rates himself on the basis of various dimensions from poor to excellent. However , this is not the same as true-self which actually is the way people see us.

Importance:

A realistic understanding of one’s positives and weaknesses can help focus on

areas that need attention and project one’s personality effectively.

Let’s start self reflection:

This set of questions will help you begin this process and while attempting them make notes rather than focusing on syntax. Use your thoughts to record your responses, however immature they may seem. These can be reflected upon purposefully, later.

* 1. **What instances in your life do you feel proud of?**
     1. Got 95% in 10th Standard
     2. Secured good CGPA in Semester-1 of College

**Proud instances: Academic achievements, accomplishments**

* 1. **What is it that makes you feel good on a routine basis?**
     1. Spending quality time with loved ones
     2. Engaging in hobbies and creative activities, such as painting or writing
     3. Accomplishing tasks and meeting deadlines

**Things that make me feel good: Socializing, hobbies, productivity**

* 1. **What kind of situations cause you a lot of sadness?**
     1. failing to meet my own expectations or goals
     2. Feeling isolated or disconnected from others

**Situations that cause sadness: Failure, isolation**

* 1. **What kind of a person do you want to be in a few years from now?**
     1. Is successful in my career and makes a positive impact in my field
     2. Maintains strong relationships with loved ones and fosters new connections
     3. Continues to prioritize my physical and mental health and well-being

**Future desired persona: Successful, connected, healthy**

The following table has personality words ; which of these do you think apply to you? You can take suggestions from friends and other close relations who could assess you much faster and more accurately than you could think yourself!

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Adaptable | Considerate | Forceful | Objective | Shy |
| Aggressive | Creative | Forthright | Obstinate | Sincere |
| Aloof | Daring | Friendly | Open minded | Spontaneous |
| Amiable | Decisive | Gregarious | Orderly | Systematic |
| Ambitious | Dependable | Hardworking | Original | Tactful |
| Anxious | Determined | Honest | Persistent | Tenacious |
| Assertive | Easy going | Humorous | Proud | Trustworthy |
| Assured | Emotional | Innovative | Prudent | Confident |
| Careful | Encouraging | Introspective | Reliable | Fickle |
| Co-operative | Enterprising | Judicious | Reticent | Mild mannered |
| Competitive | Extrovert | Lazy | Secretive | Self reliant |

Also, do refer to this list while writing your curriculum vitae , job applications and while preparing for interview.