

# ETIQUETTE

THE PATH TO PROFESSIONAL EXCELLENCE



SAKA ENGINEERING SYSTEM PVT LTD



# This Participant Book

Belongs To

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## Etiquette: The Origins

The development of etiquette as a distinct area of focus is quite fascinating. According to the story, Louis XIV's gardener at Versailles faced a significant issue he could not prevent members of the nobility from trampling through the delicate parts of the King's garden. In an effort to curb their disruptive behaviour, he posted signs known as etiquettes, which instructed them to "Keep off the Grass." When this strategy proved ineffective, the King himself had to intervene and issue a formal decree prohibiting anyone from stepping beyond the limits marked by the signs. Over time, the term "etiquette" came to refer to a ticket for court events that outlined rules for proper behaviour, such as where to stand and what to do.

The concept of 'etiquette' has changed over time, but at its core, it still carries the idea of respecting boundaries. By following the basic principles of good manners, we nurture both our relationships and personal development, much like tending to a flourishing garden. It also helps us project confidence and assertiveness in all aspects of our professional and personal interactions.



## CHECK OUT YOUR THE DINING ETIQUETTE QUIZ

1. When eating soup, should you scoop your spoon from the outside to the inside or from the inside to the outside?
2. As you finish the last of your soup, should you tilt your soup cup towards you or away from you?
3. How should you butter your bread roll if you intend to eat it with your soup?
4. If you're having starters with pre-dinner cocktails at a table with four other people, and a platter of cheese-pineapple sticks and a platter of chicken tikkas are brought to the center, how would you serve yourself?
5. Where should you place your soup spoon to indicate that you are not yet finished with your soup?



11. How and where should you place your napkin when you have finished your meal?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
12. When eating a sandwich, would you use a knife and fork or eat it with your fingers?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
13. Is it acceptable to blow your nose into your table napkin? If not, what is a more appropriate alternative? How should you butter your bread from a butter dish?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
14. When eating your meal, how should you position your silverware to indicate that it is in the 'rest' position and you have not yet finished?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
15. How should you position your silverware to signal to the server that you have finished your meal?









# Understand Your Place Setting

The table will typically comprise the following:

(A) The Centrepiece: This usually includes

- A small and low flower arrangement and,
- In the case of a preset menu, the menu card.

(B) Cruet set: This includes the salt shaker and pepper mill.

The items mentioned above are collectively called 'table appointments' and are common to all diners at the table.

A typical place setting, commonly referred to as a 'cover,' includes various articles, each with specific guidelines for proper use.

## **Napkin:**

- The napkin is typically placed at the centre of the cover, though it may occasionally be placed on the side plate or creatively arranged inside the glass (though this practice is rare today due to hygiene concerns).
- Upon being seated, it's appropriate to pick up the napkin, unfold it, and place it on your lap. If it's a small napkin, you may unfold it fully, but if it's large, fold it in half before placing it on your lap.
- There's no need to open the napkin with a dramatic flourish, and it is improper to tuck it into your shirt collar once you're older than 7!
- If you need to briefly leave the table during your meal, place your napkin on your chair to signal that you'll be returning shortly.
- When you've finished your meal, loosely fold the napkin and leave it on the right side of your cover.
- The napkin should only be used for dabbing the corners of your mouth or wiping your hands after using a fingerbowl. It is not meant for blowing your nose or wiping a messy face or hands. Remember, it's a table napkin, not a personal handkerchief.

**China:**

- Always handle china by the edges whenever possible. Avoid touching the part that comes into contact with food.

**Side Plate:**

- Also known as the B&B (Bread and Butter) plate or quarter-plate.
- It is used for bread and butter, roti, papad, starters, and cheese.

**Glassware:**

- Glassware is placed at the top right corner of the cover.
- Glasses may either be stemmed (called goblets) or stemless (called tumblers).
- If wine is served with the meal, the wine glass will be placed on the outside, and the water glass will be placed inside.
- If there are three goblets, two will be for wine and one for water. This is done when two wines are served with the meal, one for each course. The order of use is from the outside to the inside, so the outermost wine glass is used first, followed by the inner one, with the innermost glass being the water glass.
- Always handle goblets by the stem and tumblers by the base. It's considered impolite to leave finger marks on the glass.

**The Side Knife:**

- This is a small knife placed on the side plate.
- It is used solely for buttering bread.

**Silver:**

- Technically, only knives are considered "cutlery"; everything else is referred to as "silver."
- Community silver (placed at the center of the table with a dish) is used for transferring food from the serving dish to your plate. Once the food is on your plate, use the silver at your place setting.
- For a preset menu, the silver is arranged from the outside to the inside, with the outermost silver being used first, and the innermost silver last.
- All knives (and spoons, if needed) are placed on the right side; all forks are placed on the left.
- Dessert silver (spoon and fork) is placed on top of the cover and is brought down

by the server just before the sweet course.

- The Continental style of using silver is the internationally accepted method: The fork is held in the left hand to hold food in place with the tines down. The knife is held in the right hand, and a sawing motion (not tugging) is used to cut a bite-sized piece. The fork, still in the left hand with tines down, is then used to bring the food to the mouth.

**General Guidelines:**

- Never touch the bowl of spoons, tines of forks, or blades of knives with your fingers.
- Even if you haven't used both pieces of silver for a course (e.g., you used only the fork), place them both on the plate when you finish. This ensures the outermost piece is the one needed for the next course. If you forget, a skilled server will discreetly clear the silver and prepare you for the next course.
- If you drop silver on the floor, don't place it back on the cover. Pick it up and ask the server for a replacement.
- Silver is strictly for eating and should never be used for anything else, like picking teeth.
- The blade of the knife should never enter the mouth.

# A Journey Through The Meal

## **Bread and Butter:**

- Take one bread roll at a time from the communal basket; if breadsticks are available, you may take two.
- Use the common butter knife to transfer a butter pad to your side plate.
- Use your own side knife to butter your bread roll. Break off a bite-sized piece, butter it, and eat it before breaking off another piece. Do not butter the entire roll at once.
- If the butter is served in pre-wrapped chiplets, you can leave the wrapper on after unwrapping enough to access the butter.

## **Starters:**

When starters are served at the table,

- Use the community silver only to transfer food from the communal platter to your plate (side plate in this case). After that, use your own silver to eat.
- All food, including sauces and accompaniments, should be brought to your plate; never eat directly from the communal dish.
- If your side plate becomes messy after the starters, request the server to replace it, along with your silver if necessary.

## **When starters are being circulated (e.g., at a cocktail party):**

- Once a food item has been bitten into, it should not be returned to the communal dips.
- When using cocktail sticks for snacks, try to place the entire item in your mouth at once. Nibbling it around like a lollipop is not considered polite, as most cocktail snacks are bite-sized for this reason.
- If a bowl is not provided for used cocktail sticks, discreetly ask a server for a plate to place them in, so they can be taken away.



## **Soup:**

- Soup is to be "eaten," not "drunk," regardless of how clear it may be.
- It is considered disrespectful to season soup—or any food—before tasting it first, whether you're dining in a restaurant or at a host's home.
- When eating soup, tilt the bowl gently to sip from the spoon. Slurping is considered impolite.
- Never dunk pieces of bread or breadsticks into your soup, unless you're in the privacy of your own home. Avoid putting bread into a spoonful of soup in your mouth—each bite should contain either soup or bread, not both.
- To lift soup from the bowl, use the soup spoon in an in-to-out motion.
- When reaching the bottom of the bowl, tip it slightly away from you to gather the remaining soup into your spoon using the same motion.
- The soup spoon should rest inside the bowl when not in use and be placed on the underlay when you've finished.

## **Main Course:**

- Take a reasonable portion for yourself, and remember you can always go for seconds. Avoid piling up your plate.
- It's considered bad manners to leave food on your plate (and wasteful too!). Take only what you can eat and finish it.
- Be mindful of the difference between the 'resting' and 'done' positions of your silverware.
- When resting, cross the fork (with tines down) and knife (with the blade under the fork) in a 10 and 2 o'clock position. Alternatively, you can rest the fork on its side, with the knife blade inserted between two of the fork's tines.
- To request something from the table, ask for it to be passed to you rather than reaching across the table or across a neighbour's setting. Once it's within reach, offer it to your neighbours before taking it yourself.
- If you wish to take a bite from someone else's plate, allow them to cut a bite-sized piece with their silverware. They should then offer you the plate, and you can pick up the piece with your silverware. Never let your silver touch the rest of their food.
- Eat neatly, leaving your plate with minimal debris, and keeping your place setting free from crumbs, spills, or used tissues. How neat you are makes a statement about you.

- Once a piece of food is in your mouth, it should not come back out. Use your fork to cut a bite-sized piece, and make sure it's all in your mouth.
- If a pit, bone, or other undesirable item enters your mouth, discreetly remove it using the same silver that placed it there, while covering your mouth with your left hand. Place it on the edge of your plate and cover it with another piece of food, or place it on your side plate and discreetly ask the server for a fresh plate.
- When ordering pasta, remember that flat pasta is easier to eat than tubular pasta. Spaghetti, in particular, can be tricky for a delicate dining experience, so it's best to avoid it in a formal setting.
- When eating an item with sauce, use your knife to pick up a small amount of sauce and place it on the bite-sized food on your fork. Do not dip the food into the sauce; instead, bring the sauce to the food.
- For a large sandwich, use your fork and knife to cut it into manageable pieces, which you can then eat with your fingers.
- It's inappropriate to mix rice and dal together before you start eating. If you must mix them, do so one forkful at a time.
- Bring the food to your mouth, not your mouth to the food. Bending over your plate looks awkward.
- Do not wave your silverware around while conversing. Place your silver in the resting position on your plate, then continue the conversation.
- Avoid cutting up your entire meal before starting to eat.

### **Difficult-to-Eat Foods:**

- Juicy items like cherry tomatoes are naturally bite-sized and don't need to be cut in half, as doing so risks splattering. Pierce them gently with your fork.
- If you have a couple of peas left on your plate, don't chase them around with your fork. If you can't pick them up after a couple of tries, just leave them.
- If you're eating cherries with pits and prefer them, use your spoon to discreetly remove the pit while cupping your left hand over your mouth.
- A club sandwich is not a food that's typically eaten delicately, so unless you're with family or close friends, it's best to avoid it.

### **After-Dinner Tea/Coffee:**

- After-dinner coffee is served in a small demi-tasse cup with a coffee spoon on a small saucer. Tea is served in a regular tea cup.
- Coffee served without milk is called “black.”
- Tea is never referred to as “black,” but rather as “with milk,” “without milk,” or “with lemon.”
- Avoid hooking your fingers through the handle of the cup.
- Do not slurp your tea or coffee.
- When preparing a beverage for someone else, don’t stir it. Instead, hand it over with the spoon still in the saucer, untouched by the beverage. It’s the recipient’s choice whether to stir.
- Coffee is a “brew,” while tea is an “infusion.” For a stronger tea, you would request a "stronger infusion," not ask for it to "brew longer."
- If using a strainer, keep the slop basin close to the cup.

### **Overall Dining Courtesy:**

- As a guest, follow the host’s lead. When you’re the host, begin as soon as you’re ready, remembering your guests will follow your cue, and you don’t want to keep them waiting.
- The host places the order with the server, while guests should share their preferences with the host, who will then relay the order.
- Salt and pepper should always be passed together as a set, even if someone only asks for one.
- Be polite to the servers and thank them each time they serve you.
- Avoid pushing your plate away when you're done and saying, “I’m through.”
- Don’t rock your chair.
- Never mix liquid with a mouthful of food, or the other way around.
- If you need to leave the table, do so between courses if possible.
- If you suddenly start coughing, excuse yourself and quietly leave for the washroom. There’s no need to explain why you’re leaving, and don’t inquire where someone else is going if they excuse themselves.
- Burping at the table is considered impolite.
- It’s improper to ask for a doggy bag at a formal event.



- Smoking at the table is not acceptable. It's reserved for after the meal, and only if your host gives the cue. If you're the host, ask for permission.

### **Dinner Conversation:**

- Speak in a language that everyone at the table understands.
- Engage all guests in the conversation; it is impolite to talk to only one person and ignore the rest.
- Avoid topics like politics, religion, or competition. Similarly, refrain from making negative comments about anything or anyone.
- Never speak with your mouth full.
- Chew with your mouth closed and avoid making loud noises while eating.
- If something gets stuck between your teeth, don't try to remove it with your tongue, as it may appear awkward. Excuse yourself, go to the restroom, and use a toothpick to remove it.
- Tip: Use conversation to pace the meal. If you're eating too quickly and others are lagging behind, talk a little more. If the opposite is true, ask questions that allow you to eat at a more comfortable pace while your companions speak.
- If there is an item on your plate you don't like, simply leave it. Don't comment negatively on it in a way that might offend others.
- Avoid conversations on your mobile phone while dining in company. If you must take a call, keep it brief, soft, polite, and in a language everyone at the table can understand.

### **Appropriate Body Language at the Table:**

- Seat your guests, especially the ladies.
- Be mindful of your posture and eye contact to ensure everyone at the table feels included in the conversation.
- Sit up straight at the table. Avoid leaning too far forward or backward.
- Respect others' personal space and do not intrude into their place settings.
- Keep your elbows off the table.
- Do not stare at another person's plate.
- Chivalry calls for you to stand when a lady joins or leaves the table.

# Menu

## Types of Menu:

### 1. Table d'hote:

Translated as "Table of the host," this menu typically offers a set meal with 3 or 4 courses. There is usually at least one choice for each course, with both non-vegetarian and vegetarian options available. The menu is often displayed at the table.

### 2. **A la carte:**

Literally meaning "From the card," this type of menu lists individual items for each course, each priced separately. You order one dish at a time, with a waiting period for preparation, and you pay for each dish you order.

### 3. **Buffet:**

A buffet is a spread of various dishes, where you pay a set price for the meal. You are free to serve yourself from the selection, with multiple opportunities to return for more.

## General Guidelines for a Well-Planned Menu:

### The key word is balance:

- (A) Variety in Key Ingredients: Avoid repeating the same key ingredient too often. For example, don't follow a cream of tomato soup with a pasta in a tomato-based sauce. Similarly, a chicken sandwich paired with Hawaiian chicken salad would be repetitive.
- (B) Variety in Texture and Consistency: Balance different textures and consistencies. For instance, a creamy soup followed by chicken in a creamy sauce may feel monotonous. Aim for combinations of crunchy, flaky, crumbly, smooth, thick, and creamy textures to keep things interesting.
- (C) Variety in Tastes and Flavours: Mix bold and mild flavors to create a balanced meal. A menu filled with overly spicy dishes can be overwhelming; pairing a spicy dish like biryani with a cooling raita helps to balance the flavors.
- (D) Variety in Cooking Styles: Avoid combining the same cooking style in multiple dishes. For example, having tandoori chicken, tandoori fish, and tandoori prawns together would lack variety and may not be as enjoyable.
- (E) Balancing Heavier and Lighter Items: A rich, heavy main course should be followed by something lighter and refreshing, like a fruit salad with whipped cream, to create a

balanced dining experience.

## Seating At A Formal Dinner

At a formal dinner, wait for the host to guide you to your seat. It's also common for your name card to be placed at the table—please refrain from moving it.

Here are the seating arrangements for a formal dinner:

- If there's a single table, the host and hostess sit at opposite ends; at a round table, they sit facing each other.
- The male guest of honor sits to the right of the hostess.
- The next most important man sits to her left.
- The female guest of honor sits to the right of the host.
- The second most important woman sits to the left of the host.
- Men and women should alternate seats, so ensure there's a balanced mix of both genders among the guests.
- Couples should be seated separately.
- Round tables offer equal seating for everyone.

**As a matter of social etiquette, men should seat women, and they should rise when a woman leaves or returns to the table.**



# Look The Part

As Will Rogers once said, "You never get a second chance to make a first impression."

Your appearance is the first thing that captures people's attention. Proper grooming gives off a professional image, signalling that "I am serious about my work." This is why the way we dress for work has become such an important and frequently discussed topic.

Consider the professionals you interact with every day. What are the most noticeable and frustrating grooming mistakes you commonly come across?

- 1.
- 2.
- 3.
- 4.
- 5.

## **GROOMING GUIDELINES:**

- a. Professional grooming begins with maintaining personal hygiene. This involves, among other things, ensuring there is no body or foot odour, avoiding bad breath, and refraining from unhygienic habits like picking your nose, ears, or pimples.
- b. Hair should be neatly styled, well-combed, and in place. Contrary to popular belief, men's hair can become messy too. Men should comb their hair throughout the day, just as women do! Avoid punk styles, unnatural hair colours, and loud hair accessories.
- c. Men should maintain a clean-shaven look, free from stubble. If wearing a moustache, it should be neatly trimmed.
- d. Perfume or aftershave should be subtle. A small amount is more than enough.
- e. Nails should be short, clean, and well-groomed.
- f. Jewellery and accessories should be minimal and tasteful. A simple, conservative watch with either a gold or silver metal strap, or a black or brown leather strap, is appropriate.

## **APPROPRIATE BUSINESS ATTIRE FOR MEN:**

Different companies may have varying expectations for appropriate attire, but when in doubt, it's best to choose a more conservative approach. Your clothes and accessories should enhance your professional presence, not overshadow the key focus of the situation.

### **Guidelines for appropriate professional attire**

- **Trousers** should be long enough to cover your socks, and socks should cover your shins, even when crossing your legs. A slight break over the shoe in front indicates the correct length for your pants.
- **Shirts:** Invest in high-quality shirts, even if it means owning fewer of them. A solid white and light blue shirt are essential. White has a timeless appeal, while blue is a classic corporate color. Solid colors work well, and stripes or checks can also be acceptable, as long as they're subtle. Avoid bold or flashy patterns. For collars, a cut-away style pairs well with a Windsor or double knot tie. Button-down collars must always be buttoned. Choose 100% combed long-fiber cotton, or a cotton blend with more cotton content. Regular cuffs are fine for most occasions, but for a formal setting, double cuffs with cufflinks are a statement.
- **Ties** should reach your belt line. Tie clips and tacks are outdated. Avoid flashy or novelty ties, such as those with cartoon characters. Instead, opt for silk or high-quality blended ties in solid colors, stripes, or small patterns. Burgundy and other serious tones are excellent choices. Patterned ties should not exceed three colors. The single knot and Windsor (or double) knot are the most appropriate methods of tying.
- **Shoes:** Shoes make a significant impact and convey personality. Choose classic black or brown leather lace-ups, well-polished, and in good condition. Tan and cherry shades of brown may be suitable depending on your wardrobe. Avoid slip-ons, new buck, suede, and sneakers at work. Patent leather is acceptable only with a dinner jacket.
- **Socks** should match the color of your suit and cover your shins when you cross your legs. If you want to incorporate some color, a subtle pattern matching the colors of your shirt is ideal. White socks are reserved for sports, never for work.
- **Leather belts** with subtle, small buckles are ideal. Ensure that the belt color matches your shoes and wallet.



- In business attire, balance solids and patterns. Loud shirts or ties detract from your character. Avoid excessive patterns—too many patterns on shirts, ties, and trousers can be distracting.
- When sitting, unbutton your jacket; button it when standing. Never button the bottom button of a jacket.
- Wearing both a belt and suspenders is unnecessary. Choose one or the other. If you opt for suspenders, make sure they attach to the trousers with buttons, not metal clips.
- Avoid keeping pens or pocket protectors in your shirt pocket. Place pens in the inside pocket of your suit jacket. Ensure your pen makes a subtle style statement.
- Jewelry and accessories should be subtle and of high quality. Neutral metal cufflinks are suitable for all shirts. A high-quality watch with a simple dial is a must; digital watches are not acceptable. Keep jewelry minimal—one ring, and it should be discreet.

### **The Suit:**

For men, a business suit defines professional attire. Wear a well-pressed business suit with a long-sleeved shirt, tie, belt, shoes, and over-the-calf socks.

Always choose a dark business suit for evening events—navy, dark gray, and black are popular choices, though dark brown is also acceptable.

Since a suit's fit is critical to its appearance, it's highly recommended to have it tailored. If off-the-rack suits are necessary, ensure that the fit is impeccable.

When having a suit tailored, the tailor will make various adjustments, and will often ask your preferences. Here's what to keep in mind:

### The Jacket:

- **Style:** Choose a single or double-breasted style. Single-breasted suits with three buttons are classic; for double-breasted suits, opt for three sets of buttons.
- **Collar:** It should fit closely around your neck, with about an inch of shirt collar showing at the back.
- **Shoulder pads:** These help create a well-draped look, giving you a broader appearance and a more streamlined overall silhouette.
- **Lapels:** Ensure they lie flat and are proportionate to your body, with discreet stitching around the edges.
- **Sleeves:** Sleeves should end at the wrist, showing a quarter-inch of shirt cuff. Ensure comfort when moving your arms.
- **Buttons:** If you have an athletic build, choose a lower button stance. A higher button stance works better for those with a broader torso.
- **Vents:** Vents at the back of the jacket can be one, two, or none, depending on your build. Heavier individuals might need two vents for better fit, while others can opt for one or none.

### Suit Pants:

- **Waist:** The waistline should be comfortable, allowing you to fit two fingers comfortably between your waist and the pants. Avoid wearing pants too high.
- **Pleats:** Two pleats or none are acceptable. Some trends favor flat-front trousers.
- **Cuffs:** A 1-inch cuff is ideal for most. Shorter men should avoid cuffs, while taller individuals can benefit from them.

The most important factor is how you wear the suit. Ensure proper posture by standing tall, pushing your shoulders back, adjusting your suit, and walking confidently. A well-tailored suit is only effective when worn with the right attitude.



## **WHAT THESE DRESS CODES MEAN:**

### **BLACK TIE:**

#### **Dinner Jacket:**

- Black formal trousers (optional one stripe)
- White shirt (preferably pleated, with black buttons for a polished look)
- Black bow tie
- Black cummerbund (pleats facing upward; red is an adventurous alternative but still appropriate)
- Pocket handkerchief
- Black socks and polished black shoes (patent leather works best)
- Dressing order: Start with underwear and socks, then shirt and trousers. Put on the cummerbund, followed by the jacket, then the tie, and finish with your shoes.

## **BUSINESS CASUAL:**

The definition of business casual varies by region, industry, and company, with some organizations considering khakis and short-sleeved polo shirts appropriate, while others may prefer slacks and long-sleeved shirts.

If you're unsure of your company's expectations, it's always best to err on the conservative side and lean toward business attire rather than casual.

General business casual guidelines:

- Ties are not required.
- A business or sports jacket is suitable. It can be a different pattern from the trousers.
- Choose stylish, solid-coloured pants or khakis.
- Long-sleeved shirts, either solid or striped, are a standard choice. For more casual settings, polo shirts or button-down shirts are acceptable. Make sure shirts are tucked in.
- Dark-coloured socks.
- Ensure your belt and shoes match, preferably leather.
- Avoid jeans, tennis shoes, t-shirts, or sweatshirts.

## **SMART CASUAL:**

Smart casual is similar to business casual, but with more freedom in shirt patterns (still keeping them smart). Footwear can be leather, new buck, or suede instead of strictly leather. No jeans or sneakers allowed.



## APPROPRIATE ATTIRE FOR WOMEN

- In India, lively colours are acceptable, but it's best to avoid gaudy colours and bold prints in professional settings.
- Women should consider their body type when choosing clothing and cuts that flatter them.
- A good tailor is a wise investment as they can provide valuable guidance.
- Clothes that are overly revealing or tight can detract from professional competence and should be avoided.
- Sarees should always be well-ironed, and cotton sarees benefit from a little starch. The falls should be neatly stitched, and the pallu must be pleated and pinned properly. Sarees should be draped with care.
- Salwar, churidar, and kurta suits should be well-tailored and stylish. Avoid overly loose or flowing kurtas. The dupatta should be manageable and not slip off constantly. Decorative elements like tassels, ghunghroos, and heavy embellishments are best saved for occasions outside the office.
- Indo-western outfits are trendy and suit various body types, appealing to those with both Indian and Western tastes.
- Avoid sequins, Zari, or large bindis at work (unless it's a very subtle touch).
- Footwear should be simple, elegant, and leather-made to complement your attire.
- Kolhapuri chappals, flip-flops, and high platform shoes are not appropriate for the office. Stick to black, brown, or beige shoes.
- While Indian women love jewellery, it should be kept subtle in the workplace. For example, a stack of bangles is best saved for social events, not client meetings.
- Mehendi on hands is not suitable for work.
- If choosing Western wear, ensure the fit, cut, and fabric are of high quality. Colours should be coordinated to create a polished look.
- Business suits in colours like black, navy blue, beige, Gray, light green, white, or maroon are classic and look great on most women.

# Conduct Yourself with Poise: Refined Body Language

Guidelines for refined Body Language:

- 1.
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- 5.

## Refined Body Language

Body language communicates a range of messages through various aspects, such as (i) appearance, (ii) expressions, (iii) gestures, (iv) eye contact, and (v) personal space.

To cultivate refined body language, consider the following tips:

- a. **Expression:** Wear a pleasant expression, especially towards the end of the day when you might feel tired. Remember, even when you're not directly interacting, others can still see your face.
- b. **Smiling:** Be generous with your smiles—they instantly add warmth and approachability.
- c. **Eye Contact:** Maintain eye contact when speaking to someone; it conveys honesty, attentiveness, and confidence.
- d. **Gaze Awareness:** Pay attention to how you look at others. Do you unintentionally make them uncomfortable by staring?

e. **Cultural Sensitivity:** In some cultures, crossing your legs during a conversation with someone senior or older is still considered disrespectful. Be aware of cultural differences in body language.

f. **Leg Crossing:** When crossing your legs, ensure that the sole of your shoe is not visible.

g. **Posture:** Maintain professional posture—stand tall with your back straight and shoulders pulled back. Avoid slouching, resting your hand on your chin, leaning against walls or desks, or walking with your hands in your pockets.

h. **Gestures:** Be conscious of casual gestures, such as swinging keys, clicking pens, drumming fingers, or cracking knuckles—these should be avoided in formal settings. Also, avoid offensive habits like biting nails, picking hair, sneezing, or yawning. Ask for feedback to become aware of any nervous fidgets.

i. **Over-Gesturing:** Excessive hand gestures may make you appear too emotional, reducing your chances of being taken seriously.

j. **Handshakes:** Keep your handshake firm, brief, and professional. Stand when shaking hands, regardless of gender, and ensure you initiate and conclude with a handshake at the start and end of a meeting.

k. **Refined Gestures:** Small acts like opening the door for someone, offering your lighter, or providing your pen when someone is looking for one all convey refinement and thoughtfulness.

l. **Personal Space:** Be mindful of the distance between you and others. Pay attention to nonverbal cues to ensure you're not standing too close or too far from someone.

# Conduct Yourself with Poise: Refined Speech

Here are guidelines for refined speech:

- 1.
- 2.
- 3.
- 4.
- 5.

- a. **Greetings:** Always start interactions with a greeting.
- b. **Introductions:** Introduce yourself using your full name, e.g., "Prashant Kakkar." Avoid using titles like "Mr. Prashant" or "Mr. Kakkar." In informal settings, simply use your first name.

**Personal Connection:** When speaking to someone, use their name to create a personal connection.

**Introducing Others:** When introducing two people, prioritize rank rather than gender, age, or experience. For example, "Mr. Sethi, may I introduce Philip?"

- c. **Avoiding Casual Language:** In formal conversations, avoid slang, endearments, and technical jargon that others may not understand. Use vocabulary appropriate for the context.
- d. **Positive Speech:** Focus on what can be done rather than what cannot. Express thanks, appreciation, and encouragement. For example, "Thanks, we appreciate your prompt response. It helps us move forward without delay." Find reasons to congratulate and appreciate.
- e. **Emotional Connotation:** Be mindful of the emotional impact of your words. For instance, use "affordable" instead of "cheap," and "senior" rather than "superior."
- f. **Using 'We':** When representing your organization, use "we" instead of "I."
- g. **Persuasion:** When persuading someone, adopt the "you" approach. Focus on how the other person will benefit. For example, "Your investment" rather than "The investment."

- h. **Listening Skills:** Listening is as important as speaking. Listen empathetically to understand others.
- i. **Courtesy Among Colleagues:** Adopting similar norms of courtesy with colleagues makes refinement and elegance come naturally.
- j. **Filler Words:** Avoid fillers like "you know," "actually," "like," and vocal quirks like "um" or "ah." These dilute your speech and can make you appear unprofessional.
- k. **Confidence in Speech:** Avoid prefacing statements with phrases like "This is not really important, but..." as they make you sound underconfident. Be assertive.
- l. **Pride in Your Organization:** Speak proudly about your company, and always thank others who compliment you, your colleagues, or your organization.
- m. **Avoid Bragging:** Don't boast about yourself or your organization. This can come off as pompous and defeat your purpose of impressing others.
- n. **Focus on 'We' and 'Others':** Avoid focusing solely on "I, Me, and Myself." It can be off-putting to others.
- o. **Nonverbal Cues:** Be sensitive to the verbal and nonverbal cues of the person you're speaking to. Are they relaxed, hurried, interested, or bored? Adjust your conversation accordingly.
- p. **Positive Communication:** Highlight your organization's strengths without speaking negatively about the competition. Speaking poorly of others makes you appear insecure.
- q. **Humour:** Use humour cautiously and avoid targeting specific communities or individuals. Stay away from malicious humour.
- r. **Client Interactions:** Maintain a professional boundary in client interactions—friendly is fine, but familiar can be inappropriate, regardless of how friendly the client may seem.  
**Simple Speech:** Keep your sentences short and impactful. Aim to express, not impress.  
**Polite Requests:** Instead of saying "You have to...", say "You will need to..." or "Would you please...". "You have to" can sound like an order, which may irritate the other person.



## VOCAL PARALANGUAGE

The quality of your voice plays a significant role in effective communication. Pay attention to the following aspects of your vocal delivery:

- I. **Volume:** Be mindful of how loud or soft you speak.
- II. **Tone:** Your tone conveys emotion and can range from friendly to demanding or indifferent. Keep your tone varied to avoid monotony.
- III. **Pitch:** A shrill pitch can be unpleasant, especially during stressful situations. Maintain an even pitch.
- IV. **Pace:** Speaking too fast can cause you to stumble, while speaking too slowly may lose the listener's attention. Aim for a balanced pace.
- V. **Inflection:** Emphasize certain words to change the meaning of a sentence. For example, "Why do you say so?" can have different meanings depending on which word you emphasize.

To maximize the impact of your vocal delivery, try the following:

- a. **Variety:** Vary your volume, tone, pitch, and pace to keep your voice engaging.
- b. **Breathing:** Breathe properly to sound more controlled and clearer.
- c. **Confidence:** Believe in your message and speak assertively to inspire your listener's attention.
- d. **Positive Emotion:** Let your face and voice express positive emotions, like joy, by smiling. People connect better with positive energy.
- e. **Pauses and Emphasis:** Use pauses after impactful statements to allow the listener to absorb your message, or slow down when emphasizing a key point.



**Try making a habit of these phrases and see the difference:**

<b>Instead of:</b>	<b>'Try saying:</b>
'Hi' or 'Hello' (when Greeting)	'Good morning/ afternoon/ evening'
'Myself, Rohit Sharma' (when introducing yourself)	'I am Rohit Sharma'
'Yes' or 'OK' (when agreeing to a request)	'Certainly'
"You will have to..." (when explaining a procedure)	'You will need to. . .' or 'Would you please. . '
'Do you want. . .' (when offering something to the customer)	'Would you like...'
'You're welcome' (in response to someone thanking you)	'Its my pleasure', or 'Its our pleasure', or 'Pleasure's all mine'
'I'm fine' (in response to 'How are your')	'Very well, thank you, and how are you?'
'Bye bye' (when closing the interaction)	'Thank you Mr Patel, its been wonderful meeting you. Have a pleasant day/ afternoon/ evening.'
'No, we cannot do that' (when unable to meet the customer's request)	"I am sorry, that will not be possible because. . . Instead, may I...'
'Your wife'	'Mrs Patel'

# Levels Of Listening - 'Effective Listening'

Listening can be classified into various levels, with each level reflecting a different depth of engagement and attention. Below is an overview of these levels, demonstrating how listening extends beyond just hearing words, often involving sounds, emotional tones, silences, and non-verbal cues. Effective listening can also include observing body language, facial expressions, and the dynamic between the speaker and listener, along with considering cultural factors.

## Levels and Types of Listening

1. **Passive Listening (or Not Listening)** This occurs when you are distracted by background noise and fail to focus on the sounds. Essentially, you're not paying attention, and nothing registers. While passive listening might be fine for unimportant matters, it can be risky or inappropriate when the conversation is crucial.
2. **Pretend Listening** In this form of listening, you're not genuinely focused on what is being said because you're distracted or daydreaming, even though you might occasionally nod or give basic responses. This is commonly referred to as "Responsive Listening" in some models, but "Pretend Listening" is a more accurate description, as it implies a degree of insincerity from the listener. You'll often know you're doing this because the speaker will notice and call it out, especially if they're a child.
3. **Biased or Projective Listening** Here, you are hearing the words but filtering them through your pre-existing views or biases, often rejecting the speaker's message due to resistance or defensiveness. While you may be aware of this tendency, you're not allowing the speaker's words to alter your opinion. This form is sometimes called "Selective Listening" in other models, reflecting a narrow focus on particular parts of the conversation that align with your stance.

4. **Misunderstood Listening** You are engaged in the conversation but are misinterpreting the words based on your own expectations or assumptions. This form of listening distorts the message because you're not hearing it objectively. It's a subconscious bias, and you may not realize that you're misinterpreting the speaker's words until someone points it out. This is risky, as it can lead to incorrect conclusions and misunderstandings.
5. **Attentive 'Data-Only' Listening** In this type of listening, you focus solely on the words and facts being communicated, disregarding non-verbal signals such as tone, body language, and facial expressions. While this can be sufficient for factual exchanges, it misses out on the emotional context or underlying motivations behind the message. This form of listening can be manipulative if used to push for results, but it often neglects deeper emotional understanding, making it unsuitable for long-term relationships or complex discussions.
6. **Active Listening** Active listening involves paying attention to both the words and the non-verbal signals (such as tone, gestures, and body language), providing feedback, but without fully engaging emotionally or empathetically. This type of listening can be driven by a desire to gather information or achieve a goal, but it lacks the emotional connection or understanding that a more empathetic approach provides. It often includes a certain level of manipulation, which distinguishes it from more empathetic listening.
7. **Empathic Listening** Empathic listening is the highest level, Where you fully absorb all verbal and non-verbal cues, such as tone, pace, facial expressions, body language, and cultural nuances. You also seek to understand the speaker's feelings and perspective, connecting with them on an emotional level. This form of listening requires you to be attuned to all aspects of the communication, offering thoughtful feedback, summarizing key points, and demonstrating understanding. It involves balancing honesty with empathy, ensuring that even disagreements are handled with respect and emotional sensitivity. In challenging conversations, empathic listening helps keep emotions under control, fostering a positive exchange.  
Each of these levels represents a different degree of engagement, and the most effective communicators understand how to move between them based on the situation, balancing factual understanding with emotional awareness.

# Questioning Techniques: Asking Questions Effectively

Using the right questions is essential for effective communication.

The principle of “garbage in, garbage out” applies to conversations as well: if you ask the wrong questions, you'll likely receive inaccurate or unsatisfactory answers.

Asking the right questions is key to gathering accurate information, improving relationships, managing people effectively, and helping others learn. Below are several questioning techniques, with guidance on when (and when not) to use them.

## Open and Closed Questions

Closed questions typically get short, factual answers, like “Yes” or “No.” For instance, “Are you thirsty?” or “Where do you live?” asks for brief responses such as “Yes” or a location. In contrast.

Open questions prompt more detailed responses and often start with words like “What,” “Why,” or “How.” Examples include:

- “What happened at the meeting?”
- “Why did he react that way?”
- “How was the party?”
- “Tell me what happened next.”
- “Describe the circumstances in more detail.”

**Open questions** are great for:

- Encouraging conversation: “What did you do on vacation?”
- Gathering more details: “What else should we do to make this a success?”
- Understanding the other person's perspective: “What do you think about those changes?”

**Closed questions** are ideal for:

- Checking understanding: "If I get this qualification, will I get a raise?"
- Concluding discussions or making decisions: "Now that we know the facts, are we all agreed this is the right course of action?"
- Framing issues: "Are you happy with your bank's service?"

Be careful with closed questions during an ongoing conversation as they can kill the flow.

### **Funnel Questions**

This technique starts with broad, general questions and narrows down to more specific details. It's useful when gathering detailed information, like detectives questioning a witness:

- "How many people were involved in the fight?"
- "Were they kids or adults?"
- "What ages were they?"
- "Did any of them wear distinctive clothing?"

By focusing on each answer and following up with specific questions, the investigator can gather increasingly useful details.

**Tip:** Begin with closed questions and move to open ones as you delve deeper into the topic.

Funnel questions are useful for:

- Gaining more detail about a specific point: "Tell me more about Option 2."
- Building rapport or encouraging confidence: "Have you used the IT Helpdesk? Did they solve your problem?"

## Probing Questions

Probing questions help you obtain more detailed information or clarify something. This can be achieved by asking for examples or further explanations, or seeking proof for a claim:

- "When do you need this report by, and would you like to see a draft first?"
- "How do you know that the new database can't be used by the sales force?"

### Tip:

Use "exactly" to probe further: "What exactly do you mean by 'fast-track'?" or "Who exactly requested this report?"

Probing questions are good for:

- Clarifying details to ensure full understanding.
- Drawing out information from people who may be reluctant to share.

## Leading Questions

Leading questions guide the respondent toward a specific answer, often to align with your perspective. Examples include:

- "How late do you think the project will be?" (Assumes the project will be delayed.)
- "Lori's very efficient, don't you think?"
- "Shall we approve Option 2?"

Note: These questions tend to be closed, as they prompt a particular response.

Leading questions are useful for:

- Steering the conversation toward your desired outcome.
- Closing deals: "If that answers all your questions, shall we agree on a price?"

### Tip:

Use leading questions carefully. If they're used manipulatively or unfairly, they can be seen as dishonest.

## Rhetorical Questions

Rhetorical questions don't expect an answer; they are statements framed as questions. They engage the listener, prompting agreement or reflection. For example:

- "Isn't John's design work amazing?"
- "Isn't that a great display?"

### Tip:

A string of rhetorical questions can be even more powerful: "Isn't that display fantastic? Don't you love the way the text matches the colors in the photos? Doesn't it use space beautifully?"

Rhetorical questions are great for:

- Engaging the listener and drawing them into the conversation.

## Using Questioning Techniques Effectively

You likely use these questioning techniques regularly in both your personal and professional life. However, by being mindful of which type of question to ask and when, you can enhance your communication skills and achieve your desired outcomes more effectively.

Questions can serve many purposes:

- **Learning:** Use open and closed questions, along with probing questions, to gather more information.
- **Building relationships:** People appreciate when you ask about their experiences and opinions, especially when phrased affirmatively: "Tell me what you like best about working here."
- **Managing and coaching:** Rhetorical and leading questions can prompt reflection or encourage action: "Wouldn't it be great to pursue further qualifications?"
- **Avoiding misunderstandings:** Use probing questions to clarify important details and ensure you don't make assumptions.
- **De-escalating tension:** Funnel questions can help calm someone by encouraging them to elaborate on their issue, which may reveal a small actionable solution.
- **Persuasion:** Asking open questions helps others see the reasoning behind your perspective without feeling lectured: "What do you think about bringing the sales team in for a half-day laptop upgrade?"

# Social Styles

## SELF-EVALUATION QUESTIONNAIRE

There are no right or wrong answers to these questions, so respond based on your current state, not based on what you think you should be or what you would like to be in the future.

### 1. When talking to a customer or co-worker ...

- a. I maintain eye contact throughout the conversation.
- b. I alternate between looking at the person and looking down.
- c. I look around the room frequently.
- d. I try to maintain eye contact, but occasionally look away.

### 2. If I have an important decision to make ...

- a. I thoroughly think it through before making a decision.
- b. I rely on my gut instincts.
- c. I consider how my decision will affect others before deciding.
- d. I consult with someone whose opinion I trust before deciding.

### 3. My office or workspace typically has ...

- a. Family photos and sentimental items on display.
- b. Inspirational posters, awards, and art displayed.
- c. Graphs and charts on display.
- d. Calendars and project outlines visible.

### 4. If I am having a conflict with a co-worker or customer ...

- a. I try to help resolve the situation by focusing on the positive aspects.
- b. I stay calm and try to understand the underlying cause of the conflict.
- c. I try to avoid addressing the issue causing the conflict.
- d. I confront the issue right away to resolve it as soon as possible.

### 5. When I talk on the phone at work ...

- a. I keep the conversation focused on the purpose of the call.
- b. I engage in a few minutes of small talk before getting to business.
- c. I'm not in a hurry to end the call and don't mind discussing personal topics.
- d. I aim to keep the conversation as brief as possible.



**6. If a co-worker is upset ...**

- a. I ask if there is anything I can do to help.
- b. I leave them alone because I don't want to intrude on their privacy.
- c. I try to cheer them up and encourage a positive outlook.
- d. I feel uncomfortable and hope they get over it soon.

**7. When I attend meetings at work ...**

- a. I listen and think carefully about what is being said before sharing my opinion.
- b. I openly express my opinion so everyone knows where I stand.
- c. I share my opinion enthusiastically while also listening to others.
- d. I support the ideas of others in the meeting.

**8. When I make a presentation in front of a group ...**

- a. I am entertaining and often include humour.
- b. I am clear and concise in my delivery.
- c. I speak in a relatively quiet manner.
- d. I am direct, specific, and sometimes loud.

**9. When a customer is explaining a problem to me ...**

- a. I try to understand and empathize with their feelings.
- b. I focus on gathering specific facts about the situation.
- c. I listen closely to identify the main issue to find a solution.
- d. I use my body language and tone to show I understand.

**10. When I attend training programs or presentations ...**

- a. I get bored if the presenter moves too slowly.
- b. I try to be supportive of the speaker, acknowledging how challenging their role can be.
- c. I prefer the presentation to be both entertaining and informative.
- d. I look for the logic behind what the speaker is presenting.

**11. When I want to convey my point to customers or co-workers ...**

- a. I first consider their perspective and gently express my ideas.
- b. I firmly state my opinion to make sure they know where I stand.
- c. I try to persuade them without being too forceful.
- d. I explain the reasoning and logic behind my point of view.

**12. When I am late for a meeting or appointment ...**

- a. I don't panic and call ahead to inform them of my delay.
- b. I feel bad about keeping the other person waiting.
- c. I get upset and rush to get there as quickly as possible.
- d. I apologize profusely once I arrive.

**13. I set goals and objectives at work that ...**

- a. I believe are realistically achievable.
- b. I feel are challenging and exciting to accomplish.
- c. Are part of a larger, overarching objective.
- d. Will make me feel good once I accomplish them.

**14. When explaining a problem to a co-worker whom I need help from ...**

- a. I provide as much detail about the problem as possible.
- b. I sometimes exaggerate to make my point.
- c. I explain how the problem makes me feel.
- d. I explain how I would like the problem to be solved.

**15. If customers or co-workers are late for a meeting with me ...**

- a. I keep myself busy with phone calls or work until they arrive.
- b. I assume they were delayed and don't get upset.
- c. I double-check the details (date, time, etc.) to ensure I have the correct information.
- d. I get upset that they're wasting my time.

**16. When I'm behind on a project and feel pressured to finish it ...**

- a. I make a list of tasks in order of priority and set deadlines.
- b. I block out all distractions and focus completely on the task at hand.
- c. I get anxious and find it difficult to focus.
- d. I set a date to complete the project and push through.

**17. When I feel verbally attacked by a customer or co-worker ...**

- a. I tell them to stop.
- b. I feel hurt but typically don't address it with them.
- c. I ignore their anger and focus on the facts of the situation.
- d. I firmly let them know I don't appreciate their behaviour.

**18. When I see a co-worker or customer I like and haven't seen in a while ...**

- a. I give them a friendly hug.
- b. I greet them without shaking their hand.
- c. I offer a firm but quick handshake.
- d. I give them an enthusiastic handshake that lasts a few moments.

**Scoring the Questionnaire**

After completing the questionnaire, review the scoring sheet provided. You will score yourself on four distinct working styles:

- Driver (DR)
- Expressive (EX)
- Amiable (AM)
- Analytical (A)

Transfer your answers from the questionnaire to the scoring sheet, and then count the number of times you selected each working style. Enter these scores at the bottom of the scoring sheet. The style you scored the most points in will be your primary working style.

# Scoring Form

<p>1</p> <ul style="list-style-type: none"> <li>a. Driver</li> <li>b. Amiable</li> <li>c. Analytical</li> <li>d. Expressive</li> </ul>	<p>7</p> <ul style="list-style-type: none"> <li>a. Analytical</li> <li>b. Driver</li> <li>c. Expressive</li> <li>d. Amiable</li> </ul>	<p>13</p> <ul style="list-style-type: none"> <li>a. Analytical</li> <li>b. Expressive</li> <li>c. Driver</li> <li>d. Amiable</li> </ul>
<p>2</p> <ul style="list-style-type: none"> <li>a. Analytical</li> <li>b. Driver</li> <li>c. Amiable</li> <li>d. Expressive</li> </ul>	<p>8</p> <ul style="list-style-type: none"> <li>a. Expressive</li> <li>b. Analytical</li> <li>c. Amiable</li> <li>d. Driver</li> </ul>	<p>14</p> <ul style="list-style-type: none"> <li>a. Analytical</li> <li>b. Expressive</li> <li>c. Amiable</li> <li>d. Driver</li> </ul>
<p>3</p> <ul style="list-style-type: none"> <li>a. Amiable</li> <li>b. Expressive</li> <li>c. Analytical</li> <li>d. Driver</li> </ul>	<p>9</p> <ul style="list-style-type: none"> <li>a. Amiable</li> <li>b. Analytical</li> <li>c. Driver</li> <li>d. Expressive</li> </ul>	<p>15</p> <ul style="list-style-type: none"> <li>a. Expressive</li> <li>b. Amiable</li> <li>c. Analytical</li> <li>d. Driver</li> </ul>
<p>4</p> <ul style="list-style-type: none"> <li>a. Expressive</li> <li>b. Amiable</li> <li>c. Analytical</li> <li>d. Driver</li> </ul>	<p>10</p> <ul style="list-style-type: none"> <li>a. Driver</li> <li>b. Amiable</li> <li>c. Expressive</li> <li>d. Analytical</li> </ul>	<p>16</p> <ul style="list-style-type: none"> <li>a. Analytical</li> <li>b. Driver</li> <li>c. Amiable</li> <li>d. Expressive</li> </ul>
<p>5</p> <ul style="list-style-type: none"> <li>a. Driver</li> <li>b. Expressive</li> <li>c. Amiable</li> <li>d. Analytical</li> </ul>	<p>11</p> <ul style="list-style-type: none"> <li>a. Amiable</li> <li>b. Driver</li> <li>c. Expressive</li> <li>d. Analytical</li> </ul>	<p>17</p> <ul style="list-style-type: none"> <li>a. Driver</li> <li>b. Amiable</li> <li>c. Analytical</li> <li>d. Expressive</li> </ul>
<p>6</p> <ul style="list-style-type: none"> <li>a. Amiable</li> <li>b. Analytical</li> <li>c. Expressive</li> <li>d. Driver</li> </ul>	<p>12</p> <ul style="list-style-type: none"> <li>a. Analytical</li> <li>b. Amiable</li> <li>c. Driver</li> <li>d. Expressive</li> </ul>	<p>18</p> <ul style="list-style-type: none"> <li>a. Amiable</li> <li>b. Analytical</li> <li>c. Driver</li> <li>d. Expressive</li> </ul>

Total Driver Score \_\_\_\_\_ Total Analytical Score \_\_\_\_\_  
 Total Expressive \_\_\_\_\_ Total Amiable Score eh as Score \_\_\_\_\_

Analytical	Thinking	Logically organizing and analyzing data
Amiable	Feeling	Emotional and personal reactions to experiences
Driver	Sensor	Quick reactions to here and now sensory input
Expressive	Intuitive	Imagination and thought

## FOUR SOCIAL STYLES: OVERVIEW

### **ANALYTICAL: Low Responsiveness, Low Assertiveness**

People with an Analytical style may appear distant, particularly to those with Amiable and Expressive tendencies. They can come across as serious or indecisive, as they thoroughly analyze every angle before feeling confident in a decision. This often leads to persistent questioning and a strong focus on facts and details. Once they do make a decision, they tend to stick with it, feeling it is flawless.

In conflict situations, they may become sarcastic, whiny, or negative in their responses.

#### **SUMMARY:**

- Characteristics: Serious, thoughtful, and detailed-oriented. Can appear indecisive but persistent. Known for asking many questions.
- In conflict: May resort to whining, sarcasm, or negativity.
- Solution: Stick to the facts, listen attentively, and agree when necessary.
- Basic Need: To be correct.

### **AMIABLE: High Responsiveness, Low Assertiveness**

Amiable individuals enjoy the company of others but are typically more comfortable listening than speaking. They are valued by Expressive types for their willingness to listen and offer support. Amiable are loyal, personable, and patient with others, but they may not be seen as "get things done" people due to their focus on building relationships. They also tend to avoid risk and are uncomfortable with confrontation, often avoiding difficult situations. When pressured, they may struggle to assert themselves and might make promises they cannot keep. Drivers might find this frustrating as they desire quick, decisive answers.

#### **SUMMARY:**

- Characteristics: Loyal, personable, and patient. Avoids risk and confrontation. Enjoys relationships but dislikes pressure.
- In conflict: Often passive and avoids direct confrontation.
- Solution: Provide reassurance and support, and confirm commitment.
- Basic Need: Security.

### **DRIVER: Low Responsiveness, High Assertiveness**

Drivers are goal-focused and efficiency-driven, expecting the same from others. They don't prioritize building relationships but value results and progress. Their directness can be perceived as aggressive or uncaring by Amiable, yet they are often the ones who push initiatives forward and take risks. In conflict, they tend to “steamroll” others, focusing solely on resolving issues.

#### **SUMMARY:**

- Characteristics: Task-oriented, goal-driven, efficient, and determined risk-takers.
- In conflict: Can be seen as aggressive or abrupt.
- Solution: Be firm, assertive, and solution-oriented while also listening.
- Basic Need: To be in control.

### **EXPRESSIVE: High Responsiveness, High Assertiveness**

Expressive individuals are people-oriented and thrive on social interaction, but unlike Amiable, they need to express themselves. They can be great at parties—enthusiastic, dramatic, and engaging. However, if they don't get the attention they desire, they may become difficult or upset. In conflicts, they tend to become emotional, exaggerated, and unpredictable. The best approach is to allow them time to calm down, avoiding controversial statements that could escalate the situation.

#### **SUMMARY:**

- Characteristics: People-oriented, talkative, emotional, enthusiastic, and often dramatic.
- In conflict: Can be unpredictable and emotional.
- Solution: Allow them time to calm down, engage them with questions, and involve them in finding solutions.
- Basic Need: Recognition.

## COMPARING THE FOUR SOCIAL STYLES

Understanding the Social Styles can greatly improve interactions by recognizing both your own behaviour tendencies and those of others. Keep in mind that Social Styles are based on external behaviour—what people do or say—not necessarily reflective of their internal thoughts or emotions at the time.

<b>ANALYTICAL</b>	<b>DRIVER</b>
Low assertiveness	High assertiveness
Low responsiveness.	Low responsiveness.
Technical specialists.	Control specialists
Likes organization and structure	Decisive in action and decision making
Dislikes involvement	Likes control; dislikes inaction
Asks specific questions	Prefers maximum freedom to manage self and others
Prefers objective, task-oriented, intellectual work	Cool, independent, and competitive with others
Wants to be right, so collects much data	Low tolerance for feelings, attitudes, and advice of others
Works slowly, precisely, and alone	Works quickly and impressively alone
Seeks security and self-actualization	Seeks esteem and self-actualization
Has good problem-solving skills	Has good administrative skills
<b>AMIABLE</b>	<b>EXPRESSIVE</b>
Low assertiveness	High assertiveness
High responsiveness.	High responsiveness.
Support specialists.	Social specialists.
Slow in making decisions or taking actions	Spontaneous actions and decisions
Likes class, personal relationships	Likes involvement
Dislikes interpersonal conflict	Exaggerates and generalizes
Supports and actively listens to others	Tends to dream and get others caught Up in those dreams
Weak in goal setting and self- direction Seeks security and identification with a group	Jumps from one activity to another
Has good counseling and listening skills	Works quickly and excitedly with others
	Seeks esteem and group identification

Has good persuasive skills

## THE INTERACTION OF STYLES

Style flexing refers to the ability to adjust your own style to align with that of your colleague or customer. When collaborating on any joint effort, it's important to consider how you are alike and/or different.

Styles	Shared Dimension	Source of Conflict	Area of Agreement
Analytical vs. Amiable	Low Assertiveness	Priorities	Pace
Driver vs. Expressive	High Assertiveness	Priorities	Pace
Analytical vs. Driver	Low Responsiveness	Pace	Priorities
Amiable vs. Expressive	High Responsiveness	Pace	Priorities
Analytical vs. Expressive	None	Both	None
Amiable vs. Driver	None	Both	None

## STYLES SUMMARY

Use the following table to gain a better understanding of both yourself and those you interact with, in order to achieve the best possible mutual results. It provides an overview of the four Styles and the issues that tend to influence each.

	DRIVER	EXPRESSIVE	AMIABLE	ANALYTICAL
<b>Backup Style</b>	Autocratic	Attacker	Accept	Avoider
<b>Measures personal values by</b>	Results	Applause	Security	Accuracy (Being Right)
<b>For growth needs to</b>	Listen	Check	Initiate	Decide
<b>Wants climate that</b>	Allows to build own structure	Inspires to reach goals	Provides details	Suggests
<b>Takes time to be</b>	Efficient	Stimulating	Agreeable	Accurate
<b>Support their</b>	Conclusions & actions	Dreams & intuition	Relationships & feelings	Principles & thinking
<b>Present benefits that tell</b>	What	Who	Why	How
<b>For decisions give them</b>	Options & probabilities	Testimonials & incentives	Guarantees & assurances	Evidence & service
<b>Their specialty is</b>	Controlling	Socializing	Supporting	Technical



# Etiquette At Work

## ETIQUETTE AT MEETINGS

Here's how to approach meetings with professionalism:

- If a reply is requested, always respond, whether or not you will be attending the meeting.
- Be punctual. Being late shows disrespect for others' time and for colleagues already present.
- Be organized and prepared. This includes: (a) organizing your presentation, (b) having necessary reference materials, (c) carrying sufficient stationery, (d) familiarizing yourself with relevant information, and (e) reviewing the agenda and preparing accordingly.
- Speak appropriately: (a) avoid interrupting others, (b) make your point without over-elaborating.
- Involve others in your ideas by making it "our" idea, not "my" idea. Instead of saying "I have an idea..." or "I think a better alternative is...", try phrasing it like "How about if we..." or "Shall we try another option...?"
- Maintain eye contact and stay attentive to everyone in the meeting. Avoid holding side conversations or "meetings within a meeting."
- Do not smoke unless everyone else is, and only with consent from others.
- Use humour cautiously. What may be acceptable in casual conversations could be inappropriate in a more serious meeting. Never make jokes about a person, department, or the competition.
- Minimize distractions. Keep mobile phones on silent, and stay until the meeting ends. If you must leave early, do so quietly.
- Ask and answer questions courteously. Avoid phrasing questions in a challenging way, and always respond professionally when asked questions.

## **ETIQUETTE WITH VISITORS AT THE OFFICE**

Inform your receptionist in advance that you are expecting a visitor, including the expected time of arrival and the visitor's name, so she can greet them properly upon arrival. If possible, meet the visitor at the reception yourself. If you're unable to do so, ensure a colleague escorts the visitor to your office.

(If the visitor is escorted by someone else): Upon the visitor's arrival, stand up from your seat, walk around the table, greet them with a handshake, address them by name, and introduce yourself. Show them where they are supposed to sit. If you're meeting in a shared meeting room, make sure it is clean and tidy—avoid paper piles or dirty crockery. Offer them tea or coffee, even if the receptionist or someone else has already offered it. Ask, "What will you prefer—tea or coffee?" instead of "Would you like some tea or coffee?" Pay attention to avoid interruptions like phone calls, colleagues, or other visitors.

If the visitor mentions a need that could be best addressed by another department, offer to assist by coordinating with the appropriate team. This leaves a better impression than making the visitor go through multiple departments on their own.

When a colleague is meeting with a visitor,

**DO NOT INTERRUPT!** If the matter is urgent and you must interrupt, do so briefly and excuse yourself with the visitor, not just your colleague. Keep the conversation short, and when you leave, be sure to thank the visitor and wish them well—not just your colleague.

# Mirror, Mirror on The Wall: A Questionnaire For Improving Communication

1. Do I consistently maintain a neat and professional appearance, even during busy times or by the end of the day?
2. Am I quick to smile?
3. Do I keep a cheerful, attentive expression even when I'm not interacting with others?
4. What kind of facial expressions do I usually display at work? Which ones are positive, and which ones could use improvement?
5. Do I make and maintain eye contact during conversations?
6. When someone walks toward me while I'm busy with someone else, do I acknowledge them with eye contact, or do I tend to ignore them?
7. Does my eye contact ever come across as staring, even when I don't intend it? Is there anything about my gaze that might make others uncomfortable?





15. Do I walk around with my hands in my pockets?

16. Do I frequently cross my arms over my chest?

17. Do I come across as overly friendly or casual, or do I seem stiff or too serious?

18. How professional and tidy is my desk? What kind of impression does it give?

19. Do I unintentionally use slang, casual language, or endearments in professional conversations? Which words do I need to avoid?

20. What technical jargon do I often use when talking to outsiders?

21. Do I rely on fillers in my speech? What are they? Are there vocal habits I should correct?



22. Do I radiate positive energy, or am I more of a habitual complainer? Do I grumble about customers, colleagues, or the organization?
  
23. Do I make an effort to address others by name?
  
24. How effectively do I use my voice? What aspects of my vocal delivery could use improvement?
  
25. What are my key strengths when it comes to communication, and how can I build on them further?
  
26. What areas of my communication style need improvement?



# NOTES

