

Unit-6: Personality Development

INTRODUCTION

Every individual has a distinct personality that can be developed, polished and refined. This process includes improving communication skills, widening scope of knowledge, improving manners and etiquette and adding grace and style to the overall personality.



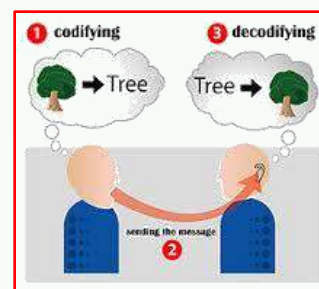
Greek and Roman actors wore a mask on stage to distinguish their roles and amplify their voices. The term 'personality' is derived from the Latin word *persona*, meaning 'Mask'.



The three important factors of personality are – physique, intelligence and attitude.

Communication is the act of imparting or exchanging of information, ideas, or feeling. Communication is a two-way activity that takes place between two or more people. Sending, giving or exchanging information and ideas are often expressed verbally and non-verbally. It is an important process through which facts, ideas, experiences and feelings are shared and exchanged

Effective communication occurs only if the receiver understands the exact information or idea that the sender intended to transmit. Communicating in an effective manner, irrespective of the mode of communication used is an important and very useful skill. The process of conveying a message is complete only when the person receiving it has understood the message in its entirety. Better communication helps better job performance. Effective and timely communication promotes better relations and work culture among the employees.



Let us take an example of students:

- ☆ Some students write well, but are unable to express themselves well when they speak
- ☆ Some speak fluently, but cannot write well
- ☆ Some are comfortable while talking to friends, but are not comfortable facing the audience
- ☆ Some students listen better than others
- ☆ Some students do not use gestures or do not use correct body language





To be successful, a person requires a combination of communication skills. These skills are, writing skills, speaking skills, listening skills and non verbal skills (body language).

Effective communication skills are particularly important for those engaged in “Front End” activities of retailing. As we have discussed in earlier units, they should be able to explain the characteristics and features of different products to prospective customers in order to convince them to buy. They also need to understand the customer’s needs to be able to recommend the right product. All this is not possible without good communication skills.

In this unit we will learn how to communicate effectively at workplace and the basic etiquette that we should follow while working in a retail store.

SESSION-1

UNDERSTANDING COMMUNICATION CYCLE

Relevant Knowledge



Effective communication creates healthy and happy environment within and outside the organization. Breakdown in communication is either due to lack of skill in communicating or lack of proper understanding. This also happens due to the breakdown of the communication network. This creates a communication gap.

Communication cycle: Communication has three important parts – **transmitting or sending, listening and feedback**. The sender transmits the message through one medium or another. The receiver listens to the message and then conveys his understanding of the message to the sender in the form of feedback to complete the communication cycle.

Elements of Communication Cycle

☆ **Sender:** The sender sends or encodes a message, eg greets a visitor or a customer.

☆ **Message:** The message in this case is the greeting.

☆ **Medium:** It is the channel used for communication. The medium may be in any of the following forms – verbal, non-verbal, pictorial, symbolic and written.

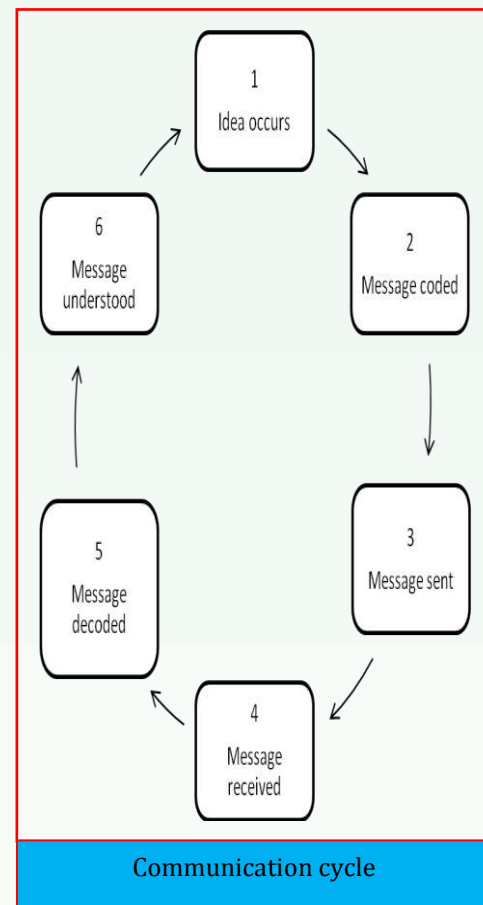
☆ **Receiver:** The receiver decodes the incoming message or expression, and reacts in the form of a response.

☆ **Feedback:** How the receiver responds or reacts is known as feedback.



Activity – Chinese Whisper – Ask the class to form a large circle. If required, you may take the class outdoor for this activity. Ask one of the students to come to you. Give him / her a message containing two – three sentences. For example, “It was a dark night. The stars were shining through the clouds. The dogs were barking loudly.” Ask the student to rejoin the circle and whisper the message to the person to his or her right. The message has to be whispered from student to student till it reaches back to the first student. Ask the last student to speak out the message loudly. Ask the first student what the actual original message was. The final message will turn out to be completely different from that. Ask the class to discuss what caused the message to change so much.

The communication cycle is the process by which the “**sender**” “**encodes**” the message into words/ sentence or phrases, sends the coded message as he/she speaks, writes or understands the “message”. Messages are conveyed through **channels** eg. Telephone, video-conferencing, letters, emails, meetings, memos, records and reports. It is then “**decoded**” by the “**receiver**” by hearing or reading the message in order to understand what the sender wants to convey.



Encoding takes place according to the personality of the sender, which determines the words or style used by the sender in the message. These assumptions are unspoken and so are only perceived through non-verbal communication.



Decoding also takes place according to the receiver’s personality. Sometimes the sender and receiver think differently and therefore these assumptions hinder him/her from interpreting the message in the context that was meant by the sender.

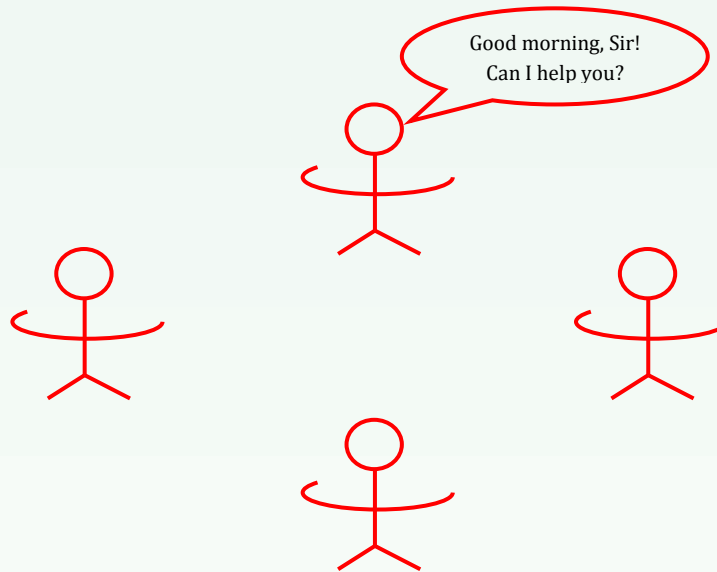
In an effective communication cycle, the receiver understands the language and the message in the same way that the sender meant it to be. The words, tone, body language etc, all convey the same message and nothing gets changed or lost in the process of sending it.

To deliver your messages effectively, you must break down the barriers that exist in each of these stages of the communication process. If your message is too lengthy or contains errors, your message can be misunderstood and misinterpreted.

SESSION-1

UNDERSTANDING COMMUNICATION CYCLE

Exercise



Given below is a conversation between Mr. X who enters a retail store and Mr. Y who is a sales person.

Mr. Y: Good Morning Sir, Can I help you?

Mr. X: No thank you! I am OK.

Mr. Y: Do you want any assistance? What are you looking for?

Mr. X: I'm just looking at these stuffs. Thank you.

Complete the communication cycle using the above conversation.

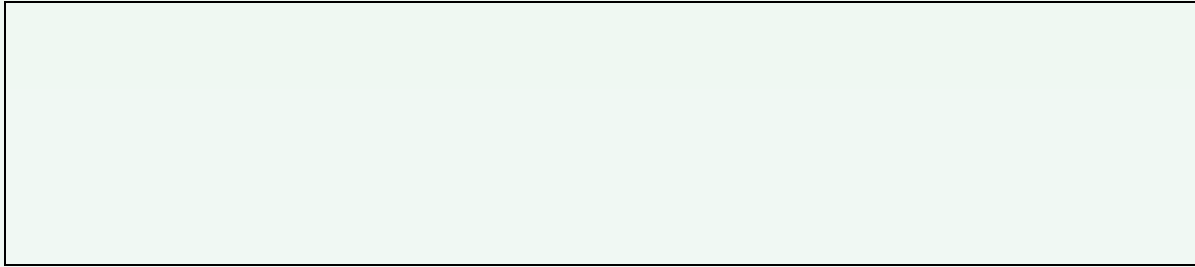
SESSION-1

UNDERSTANDING COMMUNICATION CYCLE

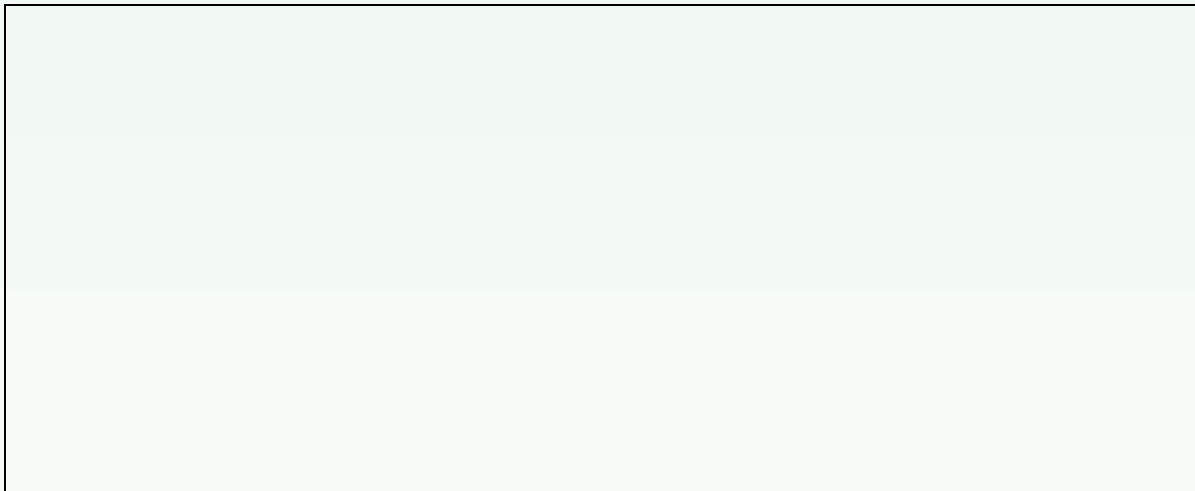
Assessment

Short Answer Questions

1. What is communication?



2. State the different elements of communication cycle.



SESSION-1

UNDERSTANDING COMMUNICATION CYCLE

Checklist for Assessment Activity

Use the following checklist.

Part-A

Role Play

- a) Differentiate between Sender, Message, Medium, Receiver and Feedback.

Part-B

- a) What is communication cycle?
- b) What are the different elements of communication cycle?
- c) How communication cycle is important in effective communication?

Performance standards

The performance standard covered by the assessment includes the following, but not limited to:

Performance standards	Yes	No
Identify elements of communication cycle		
Able to draw a diagram of communication cycle		

SESSION-2

TYPES OF COMMUNICATION

Relevant Knowledge

The medium of communication determines the type of communication. Based on the medium used for communicating, the process of communication can be broadly classified as **verbal communication** and **non-verbal communication**.

Verbal communication includes written and oral communication, whereas non-verbal communication includes body language, facial expressions and pictures. Thus, the various methods of communication are verbal communication (oral and written), non-verbal communication (including body language, pictorial communication, symbolic communication).



Verbal communication uses words as the medium of communication. An effective verbal communication is a two-way process—speaking and listening must occur. Usually verbal communication is in the one-to-one mode or one-to-one interaction.

Factors Influencing Verbal communication

R-Rhythm: Maintaining rhythm while speaking is important for communicating effectively. Pauses in speech allow the speaker the time to think of his/her next thought, and also provide the listener enough time to process the information.

S-Speech: It is the act of delivering a formal spoken communication to an audience.

T-Tone: Tone is the quality of sound that portrays feelings or changes in meaning. A monotone delivery could indicate that a speaker is fed up. An emphatic tone might reveal interest or anger. The statement: "**That is just great**" delivered in a normal tone would mean the speaker likes something. A speaker delivering this statement in a sarcastic tone: "**That is just GREAT**" would mean the opposite.



P-Pitch: Pitch occurs because of the vibration of the human vocal cords. Changes in the tension of the vocal cords cause differences in pitch. Usually, the pitch of women's voices is higher than that of men.

Written communication skill is the ability of an individual to communicate in writing. Important skills in effective written communication are:

- ☆ It is done in a one-to-one mode or in a one-to-many mode.
- ☆ Words should be clearly written and should be legible, giving all the essential information needed.
- ☆ Effective writing involves careful choice of words, their organization in correct order in sentences and preparing a comprehensive composition of sentences.

Non-verbal communication: Communication that uses physical parts of the body. It includes facial expressions, tone of voice, sense of touch, sense of smell, and body movements.



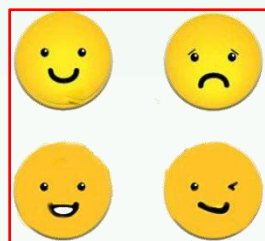
By understanding the important aspects of non-verbal communication or body language, you can learn to read people more easily.

Argyle¹ and his associates have been studying the features of non-verbal communication that convey information. The following summarizes their findings:

1. **Distance:** The distance one stands from another frequently conveys a non-verbal message. In some cultures it is a sign of attraction, while in others it may reflect status or the intensity of the warmth or feeling. In India, a foot away from another person is considered a respectful distance while communicating.
2. **Orientation:** People may present themselves in various ways: face-to-face, side-to-side, or even back-to-back. For example, cooperating people are likely to sit side-by-side while competitors frequently face one another. In the security sector, face-to-face orientation is common.
3. **Posture:** Your posture conveys message. For example if you are sitting on a chair with your legs crossed or your arms folded, then such postures convey a degree of relaxation in the communication exchange.
4. **Gestures with hands and arms:** Shaking hands, touching, holding, embracing or patting on the back, all convey messages. They all reflect an element of intimacy.



5. **Facial Expressions:** A smile, frown, raised eyebrow, yawn, and sneer all convey information. Facial expressions continually change during interaction and are observed constantly by the recipient. There is evidence that the meaning of these expressions may be similar across cultures. Smiling is considered to be pleasant and helpful. A frown conveys confusion and at times anger. Raised eyebrows, yawn, a sneer are all unacceptable body language, as they reflect anger or ignorance.
6. **Gestures:** One of the most frequently observed, but least understood cues is a hand movement. Most people use hand movements regularly when talking. Hands at the side or at the back are considered non-threatening, encouraging and acceptable.
7. **Looking:** A major feature of social communication is eye contact. Eye contact is crucial for effective communication. The frequency of contact may suggest either interest or boredom. For example, a Security Guard should look straight into the eyes of the person, although pleasantly and affably.
8. **Pictorial Communication** includes communicating with signs like traffic signals, the 21-gun salute, horns, sirens, etc. For example, the sign of 'stop' tells you to stop at the given point, the sign of two children with school bags indicate the school zone, the sign of U-turn tells you to take a U turn, and the sign of a person crossing the road indicates the place where you can cross the road.
9. **Symbolic Communication:** Symbolic communication uses symbols that signify religion, school, stop communication devices, etc.



SESSION-2

TYPES OF COMMUNICATION

Exercise

Activity – Ask the class to arrange themselves in a circle clockwise based on their date and month of birth – the year need not be taken into consideration – starting from January and ending in December. For example, someone born on 7th January will be on the right of someone born on 2nd January, but on the left of someone born on 20th December. The rule is that there is to be no verbal or written communication between them. They can only use



sign language to gesture information to each other. Once they have finished, ask them to call out their date and month to check accuracy. Ask them what have they learnt from this activity. Bring out that it shows the relevance of non-verbal communication, and that it is possible to use non-verbal communication to get our messages across.

Pair up with your friend and test your verbal communication skills using the following checklist. You can take turns and test your friend's communication skills.

Your Name: _____

Name of Your Friend: _____

S. No.	Verbal Communication	Could speak clearly (yes/no)	Good accent (yes/no)	Too fast (yes/no)	Too soft (yes/no)
	Opening Greeting				
1.	Good morning Sir/Madam. May I help you?				
2.	Good afternoon Sir/Madam. May I help you?				
3.	Good evening Sir/Madam. May I help you?				
	Closing Greeting				
1.	Have a good day Sir/Madam.				
2.	Have a good evening Sir/Madam.				
3.	Good night Sir/Madam.				



SESSION-2

TYPES OF COMMUNICATION

Assessment

As a salesperson, you have to introduce yourself to the customer. Write a brief introduction that you will use when approaching customers. The key elements of your introduction should be

- ☆ Your name
- ☆ Position
- ☆ How you can help the customer
- ☆ An open question to start the conversation



A. Short Answer Questions

1. Write short note (50 words) on the following topics:

- i) Verbal communication
- ii) Non-verbal communication

B. State whether the statement is True or False

- i) Oral communication is a form of non-verbal communication --
- ii) Written communication is a form of verbal communication --
- iii) Body language is a form of non-verbal communication --
- v) Pointing fingers while talking is a good gesture of communication --
- vi) Maintaining eye contact while talking or giving speech is a means of effective communication --

SESSION-2

TYPES OF COMMUNICATION

Checklist of Assessment Activity

Use the following checklist to see if you've met all the requirements for assessment activity.

Part-A

- a) Differentiate between various forms of communication.

Part-B

Discussed in class the following:

- a) What are the important aspects that need to be kept in mind while communicating verbally?
- b) What are the important aspects that need to be kept in mind while communicating non-verbally?

SESSION-3

OVERCOMING BARRIERS IN COMMUNICATION

Relevant Knowledge

There are various factors that not only affect communication but also act as barriers to effective communication. We will now learn about the various factors that may act as barriers in communication and also discuss the possible solutions to overcome those barriers.

A) Environmental Factors

Environmental factors that affect communication include noise and physical obstacles like distance and lack of proper instruments for communication.

- i) **Noise:** Noise causes stress. Background noise and excessive echo are great distracters to listening, especially for the persons with poor concentration. Similarly use of loud speakers, noise from generators or other machinery interferes with communication.



- ii) **Physical Obstacles:** Physical obstacles like distance and use of defective instruments for communication affects the effectiveness of communication. Poor lighting, uncomfortable seating arrangements and unhygienic rooms also affect communication.



Checking the instrument before using it for communication is useful in avoiding unpleasant situation.

B. Attitudinal Factors

Attitudinal factors that affect communication include fear of upsetting others, fear of rejection or ridicule and low self image.



C. System design

- i) **Time:** Some functions are time sensitive and cannot be delayed. Time pressures affect the ability to communicate.

Manage your time and pace of communication to ensure effectiveness.

- ii) **Information overload:** Too much information may result in confusion, misinterpretation and loss of information.



iii) **Physical characteristics** – Individual characteristics include biological factors like lisping.

iv) **Language differences:**

Knowledge of vocabulary, grammar, etc. affect communication effectiveness.

Perception is generally how each individual interprets the world around him. Communication distortion occurs if there is wrong perception about the message.



Rephrasing or asking questions to clarify and checking for understanding helps in reducing barrier due to perceptual differences.

D. Inattention

At times we do not listen, but only hear, especially when there are more important things to be taken care of. For instance, if a visitor comes to you at the same instance when you are answering the phone, then it is important to excuse yourself from the person on the phone so that exclusive attention can be given to the visitor or you may request the visitor to wait for some time.

- ☆ Listening to others is an art.
- ☆ Good listening reflects courtesy and good manners.
- ☆ Listening carefully to the instructions of superiors improve competence and performance. The result of poor listening skill could be disastrous in business, and employment
- ☆ Good listening can eliminate a number of imaginary grievances of employees.

Exercise

Assignment

1. Identify the main barriers that you have encountered during the communication with your teacher.

2. Write the solution to overcome the barriers that you faced during the communication with your teacher.

3. List all the barriers that you have faced while communicating with your friends in a birthday party.

SESSION-3

OVERCOMING BARRIERS IN COMMUNICATION

Assessment

Short Answer Questions

1. List five factors that act as communication barriers?



2. State any two physical barriers in communication.



3. Write a short note (not more than 25 words) on how the following barriers affect effective communication:

a) Poor communication equipment:

SESSION-3

OVERCOMING BARRIERS IN COMMUNICATION

Checklist for Assessment Activity

Part-A

- a) Differentiate between various types of barrier.

Part-B

Discussed in class the following:

- a) How communication cycle is affected by the barriers?
b) How one can overcome the various types of barriers in communication?

Performance Standards

The performance standards covered by the assessment includes the following, but not limited to:

Performance standards	Yes	No
Identify barrier (s) in communication		
Apply strategies to overcome barriers in communication		

SESSION-4

THE ART OF COMMUNICATING EFFECTIVELY WITH CUSTOMERS

Relevant Knowledge

To develop good relationship with a customer, it is important to look well groomed and communicate effectively and in a polite manner with the customer. This is the starting point for establishing a winning relationship with the customer.

Establishing relationship with customers: You can establish effective relationships with customers by

- ☆ Communicating with your customers in a way which makes them feel valued and respected.
- ☆ Identifying and confirming the needs and expectations of your customers.
- ☆ Treating your customers courteously and helpfully even when you are working under pressure.
- ☆ Maintaining communication with your customers to ensure that they are kept informed and reassured.
- ☆ Adapting your behaviour to respond effectively to different customer behaviour.

Respond appropriately to customers by:

- ☆ Checking with your customers that you have fully understood their needs and expectations.

Communicate information to customers by:

- ☆ Greeting customers like good morning/good afternoon/good evening, etc.
- ☆ Quickly locating information which will help your customer.
- ☆ Giving your customers the information they need about the products or services offered by your organization.

Telephone Etiquette

Following are some of the important points to be taken care of while communicating on telephone

- ☆ Answering to the call at the earliest
- ☆ Greet the caller or customer
- ☆ Take a message and communicate it to the concerned person
- ☆ Call back on time if you have assured the customer that you will be calling him/her at a particular time.

E-mail etiquettes

Following are the important points to be taken care while communicating on e-mail:

- ☆ Answer swiftly: People send an email because they wish to receive a quick response
- ☆ Be polite and courteous in your writing
- ☆ Always start your email with Hello, Hi, Dear, etc. depending on the relationship – formal or informal.
- ☆ Always end your email with Thank you, Sincerely, Thanks and Regards, etc. depending on the relationship



- ☆ If you are forwarding an email, include a comment as to why you are doing so.
- ☆ Never type in all capital letters. It means you're shouting.
- ☆ Maintain privacy.
- ☆ Do not make gender-specific remarks
- ☆ Never forward email addresses to lots of people who do not want their email address sent out (use Bcc).
- ☆ Before sending reread message
- ☆ Check grammar, words left out and misused words
- ☆ Use spell check. Spelling and grammar do count!
- ☆ Never leave the Subject line blank. Always, fill in the subject line and make it descriptive
- ☆ Do not create lengthy email signatures. Keep them short and appropriate.
- ☆ Respect other people's time and bandwidth
- ☆ Large attachments are annoying and might bring down the email system
- ☆ Respect other people's privacy: never read their email

Etiquette at Workplace



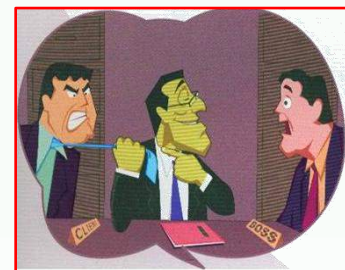
Being polite sets the tone for work relationships, how you interact with people. Good Manners Mean Good Business. It takes 15 seconds to make a good first impression, and the rest of your life to undo it, if it was a negative one. So always be prepared to look and sound your best.

Etiquette is very important for different communication and working styles.

How do you deal with difficult people making impossible demands?

Focusing on listening to their entire request and then determining what they really need---not what they say they want. A good hearing can resolve a lot of difficulties. Active listening is the best etiquette.

- ☆ Your uniform talks a lot about your organization.
- ☆ First impressions are made within the first 5 minutes of meeting someone
- ☆ A neat clean and well ironed uniform is acceptable and appreciated by one and all at all times.



The Business Introduction: In business introductions, rank and position take precedence over age and gender. Whenever you find yourself in a group or in situations where you must introduce a colleague to a senior person or your client to your boss, always say the name of the most important person first to show respect.

The Right Handshake: The handshake is the universally accepted way of greeting people and introducing oneself in the business world. It should be a warm, palm-to-palm handshake, lasting about 3-4 seconds.

Value Time, Value Business:

Time is precious, time is money.

Be time conscious and stick to the rules of punctuality.

Final advice on workplace etiquette is simple. Take charge of what is your duty, maintain proper decorum at all times and always treat others the way you want to be treated.

ETIQUETTE

Expressing general requests

- ☆ I beg your pardon
- ☆ Excuse me
- ☆ Sorry?
- ☆ What?

Greeting somebody

- ☆ Please have a seat.
- ☆ Thanks for agreeing to meet with me.
- ☆ He'll be right with you.
- ☆ Can I offer you something to drink?
- ☆ My pleasure.
- ☆ Hello Sir, How are you
- ☆ Hello, may I speak to Mr. Malik? (on telephone)

Grooming

Grooming describes basic personal hygiene as well as the process that prepares employees for a specific position within a company. The difference is that personal grooming is focused on appearance, while organizational grooming is focused on behavior. Both types of grooming are necessary to succeed in a work environment. Grooming includes:

a) Personal Hygiene

Personal grooming is taking care of your body in a hygienic manner. Caring for your body by washing your hands, brushing your teeth, combing your hair, trimming your nails, shaving, wearing clean clothing and showering is important for a person's own health.



b) Clothing

Personal grooming also includes how you dress. Clothing style is an extension of your attitude. Personal grooming also determines the impression you make on people and how you feel about yourself. Someone who has good personal grooming habits looks clean, neat, does not have visible body piercings other than in the ear, wears deodorant to limit body odor and does not overdo perfume. Well-groomed people wear clothes that are ironed, fit and are not torn. Pockets should be empty to avoid jangling change and jewellery should be understated, as opposed to jewellery that is bright or chunky. Personal grooming is also important to avoid the spread of germs in the workplace.

c) Organizational Grooming

Organizational grooming is how one is prepared to for a position in a workplace. Many organizations have required dress codes. Personal grooming can help demonstrate organizational commitment and is a sign of respect for yourself and your job. Depending on where you work, dress codes will vary.

d) Job Grooming

Organizational grooming also includes demonstrating work-appropriate behavior. These include a positive attitude, use of good manners, smiling, making eye contact, listening and discussing rather than arguing. Grooming individuals for jobs is also part of organizational grooming. Managers groom employees on how to do their jobs more efficiently and skillfully. Organizational grooming is also a matter of accepting responsibility, being honest and committing yourself to your accomplishments.

SESSION-4

THE ART OF COMMUNICATING EFFECTIVELY WITH CUSTOMERS

Exercise

Assignment

Pair up with your friend and make a note on the points given below:

- ★ greeting customers when they come
- ★ offering help
- ★ being polite
- ★ offering prompt service
- ★ dealing with problems or complaints of customers
- ★ dealing with an arrogant customer
- ★ dealing with a shoplifter

Submit the assignment to the teacher for comments.

SESSION-4

THE ART OF COMMUNICATING EFFECTIVELY WITH CUSTOMERS

Assessment

Fill in the Blanks

1. The sales person is expected to meet the _____ standards for appearance and behaviour.
2. _____ the needs and expectations of the customer is important for developing relationship with customer.
3. The sales person should be trained to respond effectively to different customer _____.
4. The handshake is the universally accepted way of _____ people and introducing oneself in the business world.
5. If you are forwarding an email, include a _____ as to why you are doing so.
6. You should never leave the _____ line blank of an email.

SESSION-4

THE ART OF COMMUNICATING EFFECTIVELY WITH CUSTOMERS

Checklist of Assessment Activity

Part-A

- a) Differentiate between needs and expectations of customers.

Part-B

- a) Why is it important to develop relationship with customer?
- b) How effective communication helps in developing relationship with customers?

Performance Standards

The performance standards covered by the assessment includes the following, but not limited to:

Performance standards	Yes	No
Communicate effectively to meet the customer's requirements in a given scenario		
Demonstrate how to communicate effectively through telephone		
Demonstrate how to communicate effectively through email		

Further Readings

Books

- ☆ Developing Communication Skills - Krishna Mohan and Meera Banerji, MacMillan India Limited, Delhi.
- ☆ More than Words: A Handbook for Writers and Editors- Chitta R. Samant, DIPS Communication Centre, Bhubaneswar.
- ☆ Messages: The Communication Skills - Matthew McKay.
- ☆ Communication: Principles for a Lifetime (4th Edition) - Steven A. Beebe and Susan J. Beebe.
- ☆ Communication: Making Connections (8th Edition) - William J. Seiler
- ☆ My Fair Lady - G.B.Shaw and J Lerner

Websites

- ☆ <http://en.wikipedia.org/wiki/Communication>