

They should be able to handle both positive as well as negative feedback. While receiving negative feedback, managers should ask for clarification and examples about points which seem ambiguous or unclear. They should also avoid acting defensively.

### **Non-Verbal Cues:**

Another important prerequisite for effective communication is an awareness of and sensitivity to non-verbal cues in communication. The following pie charts (Figure 1.4), based on a research study, and reveal the significance of non-verbal communication.

According to this graph, only 7 percent of a receiver's response is determined by the verbal content of a message, while 38 percent of the response is determined by the speaker's vocal characteristics (tone and tenor of the voice) and 55 percent of the response is determined by the speaker's facial expressions.

### **Non-Directive Counseling:**

In non-directive counseling, the manager helps the employee examine his own ideas, feelings and attitudes about a problem. Non-directive counseling can be done by holding an interview with the employee.

#### **In a non-directive counseling interview, a manager should:**

- (i) Be attentive and friendly
- (ii) Raise appropriate questions
- (iii) Be tactful and enable the employee to think through the problem clearly
- (iv) Create an atmosphere of privacy to ensure that the employee can communicate freely
- (v) Be a patient listener to help the employee to express his emotions freely
- (vi) Encourage the employee to do some introspection.

## **UNIT – III**

### **Non verbal communication**

Nonverbal communication is the transmission of messages or signals through a nonverbal platform such as eye contact, facial expressions, gestures, posture, and the distance between two individuals. Nonverbal communication ranges from facial expression to body language. Gestures, signs, use of space and pace or information delivery.

### **Body Language**

Body language is defined as the non-verbal communication between two individuals or a group of individuals through physical behaviors such as limb movements, facial expressions, eye movements, other bodily gestures and postures.

Put simply, body language is the unspoken element of communication that we use to reveal our true feelings and emotions.

## **KINESICS**

Kinesic communication is communicating by body movement and is perhaps the most well-known non-verbal form of communication, although it is not the only way to talk with others without words.

### **Body posture**

The way that the body is held can communicate many different messages.

An open body that takes up a lot of space can indicate comfort and domination, whilst a closed-in body that makes itself small can signal inferiority.

Copying of the other person's body shows agreement, trust and liking.

## **GESTURES**

Gesture is communicating through the movement of body and arms.

Ekman and Friesen (1969) identified five types of gesture:

- *Emblems*: Direct replacements for words.
- *Illustrators*: Shaping what is being said.
- *Affect displays*: shows of emotion.
- *Regulators*: for controlling the flow of conversation.
- *Adaptors*: Self-oriented tension relievers and other forms.

### **Facial signals**

When we communicate with others, we look mostly at their face. This is not a coincidence as many signals are sent with the 90-odd muscles in the face. The way the head tilts also changes the message.

The eyes are particularly important, and when communicating we first seek to make eye contact. We then break and re-establish contact many times during the discussion.

Eyebrows and forehead also add significant signals, from surprise to fear to anger.

## **PROXEMICS**

Proxemics refers to the study of use of space (or lack of space) in human interactions. It studies a subset of nonverbal communication. Normally nonverbal communication also includes things like facial expressions and gesturing, but proxemics doesn't look at these things as much, instead focusing mostly on how close people get to each other.

Proxemics can study communication of things like comfort/discomfort (moving closer often signals greater comfort and intimacy, moving farther often signals discomfort), and assertion of power (a person might move into someone's personal space as an assertion of power, but a person could also be very physically distant for the same reason; similarly, a person might stand their ground in a situation where another person might normally back off due to proximity.)

One reason that Proxemics is interesting is that the use of space is highly variable culturally, often due to the physical constraints in the environments that different cultures arise in.

Another aspect of proxemics is the *distance maintained between people when they are communicating*. The four distance zones are as follows:

1. *Intimate distance*, involving direct contact, such as that of lovemaking, comforting, protecting, and playing football or wrestling.
2. *Personal distance*, ranging from 1 to 4 feet. At arm's length, subjects of personal interest can be discussed while physical contact, such as holding hands or hitting the other person in the nose, is still possible.

3. *Social distance*, ranging from 4 to 12 feet. At this distance, more formal business and social discourse takes place.
4. *Public distance*, ranging from 12 to 25 feet or more. No physical contact and very little direct eye contact are possible. Shopping centers, airports, and city sidewalks are designed to maintain this type of distance.

## PARALANGUAGE

**Paralanguage**, also known as **vocalics**, is a component of meta-communication that may modify meaning, give nuanced meaning, or convey emotion, by using techniques such as prosody, pitch, volume, intonation, etc. It is sometimes defined as relating to nonphonemic properties only. Paralanguage may be expressed consciously or unconsciously. The study of paralanguage is known as **paralinguistics**, and was invented by George L. Trager in the 1950s

### SPECIFIC FORMS OF PARALANGUAGE

#### **Gasps**

A **gasp** is a kind of paralinguistic respiration in the form of a sudden and sharp inhalation of air through the mouth. A gasp may indicate difficulty breathing and a panicked effort to draw air into the lungs. Gasps also occur from an emotion of surprise, shock or disgust. Like a sigh, a yawn, or a moan, a gasp is often an automatic and unintentional act. Gasping is closely related to sighing, and the inhalation characterizing a gasp induced by shock or surprise may be released as a sigh if the event causing the initial emotional reaction is determined to be less shocking or surprising than the observer first believed.

#### **Sighs**

A **sigh** is a kind of paralinguistic respiration in the form of a deep and especially audible, single exhalation of air out of the mouth or nose, that humans use to communicate emotion. It is voiced pharyngeal fricative, sometimes associated with a guttural glottal breath exuded in a low tone. It often arises from a negative emotion, such as dismay, dissatisfaction, boredom, or futility.<sup>[10]</sup> A sigh can also arise from positive emotions such as relief, particularly in response to some negative situation ending or being avoided. Like a gasp, a yawn, or a moan, a sigh is often an automatic and unintentional act.

In literature, a sigh is often used to signify that the person producing it is lovelorn.

#### **The throat-clear**

Clearing one's throat is a metamessaging nonverbal form of communication used in announcing one's presence upon entering the room or approaching a group. It is done by individuals who perceive themselves to be of higher rank than the group they are approaching and utilize the throat-clear as a form of communicating this perception to others.

The throat-clear is also used to convey nonverbalized disapproval.

As a form of metacommunication, the throat-clear is acceptable only to signal that a formal business meeting is about to start. It is not acceptable business etiquette to clear one's throat when approaching a group on an informal basis.

#### **Mhm**

Mhm is between a literal language and movement, by making a noise "hmm" or "mhm", to make a pause for the conversation or as a chance to stop and think.

Observing the "mhm" act is especially used in narratives interview, by conducting biographical interview with survivor from some traumatic events such as Shoah, or sexual violence. In this kind of interview, it's better for the interviewers or counselors not to intervene too much when an interviewee is talking. Observing emotional differences and taking care of an interviewee's mental status is an important way to find slight changes during conversation.

## HAPTICS

**Haptic communication** is a branch of nonverbal communication that refers to the ways in which people and animals communicate and interact via the sense of touch.

Touch is also a way to communicate with others.

There are few unique qualities to Haptics that separates it from any other type of communication:

**1. Touch is the most 'real' way to sense the world around us.** It's hard to believe something is real unless we can actually touch and feel it. So while we take it mostly for granted, our sense of touch should not be taken lightly.

**Because without the sense of touch we would feel very isolated and helpless.** Our skin, the largest organ of our body, is also a sensor - it's filled with many sensory nerves sensitive to heat and cold, pressure, vibration and pain.

We receive an endless stream of information about our environment from our skin. In fact, studies show that babies who lack a sense of touch have a low chance of survival, in contrast to the lack of other senses. That's probably why it's the first sense we develop when we're embryos.

**2. Touch is a very emotional type of communication,** you can say it's the most 'human' contact we have. In a sense, it's like delivering our emotions in a physical form. There's probably no better way to comfort someone but to embrace and hold them, or to show your disapproval with a sounding slap on the face.

3. Touch is a **comfort tool**, that's why we use it even to comfort ourselves. You can read more on self touch here, and no, it's not that kind of self touch I mean!

4. **Touch can serve as an amplifier** – every message you send can be reinforced tenfold if you use touch along with it. Of course it's a double edged sword, if someone has trouble trusting you, for example, you can just reinforce that feeling by touching him.

5. The last but not least thing to consider about touch is that this is probably the most efficient tool in **creating bonds and rapport with others**. Be it in courtship or in childcare, a soft touch says "I care for you and want to be in contact". The physical connection often establishes the emotional connection.

## HANDSHAKES

A *handshake* is a globally widespread, brief greeting or parting tradition in which two people grasp one of each other's like hands, in most cases accompanied by a brief up-and-down movement of the grasped hands. Using the right hand is generally considered proper etiquette. Customs surrounding handshakes are specific to cultures. Different cultures may be more or less likely to shake hands, or there may be different customs about how or when to shake hands

**Occasions** you will need to shake hands:

- Initial introduction

- Job interview
- Seeing someone you haven't seen in a long time
- Greeting guests when you are the host or hostess
- Greeting a host or hostess when you are the guest
- Saying goodbye to a friend or business associate
- Meeting in-laws or future family members
- Whenever someone else extends his or her hand

## **TIPS ON PROPER HANDSHAKE ETIQUETTE**

### **1. Know When to Initiate**

The person in a higher position of authority or age should be the first one to extend a hand. For example, if you are interviewing for a job, the interviewer should be the one to take the lead.

If you make a mistake and initiate it, don't withdraw your hand because that would be rude and might be awkward. Always follow through with a handshake. Smile and continue with the introduction. Don't apologize.

### **2. Stand and Look the Person in the Eye**

If you are sitting, rise before extending your hand. This shows respect and puts you on the same level as the other person. Make eye contact and offer a sincere smile to show that you are happy to be where you are. Be still and face the other person to prevent giving the impression that you are in a hurry to get away. If you are walking, try to stop, turn, and face the other person.

### **3. Offer a Greeting Before and During**

- When your palms are damp, you can delay extending your hand if you introduce yourself while blotting your palm on the side of your slacks or skirt. Your greeting should include his or her name and a pleasantry, such as, "It's so nice to meet you, Ms. Jones." If you have more nice things to say, include them at this time. Don't go overboard and gush, or you may make the other person uncomfortable.

### **4. Your Handshake Should be Firm but Not Crushing**

You don't want to offer a limp hand because it gives the impression of weakness. However, this does not mean you should crush the other person's hand. Be firm but not overpowering. If the other person offers a limp hand, give a gentle squeeze. This can be a cue for him or her to grip more firmly.

### **5. The Handshake Should Last About 2-5 Seconds**

Most people prefer shorter handshakes. Be observant and follow the lead of the other person, particularly if he or she is in a superior position to you in business or social position. If the other person continues holding onto your hand longer than five seconds, politely withdraw your hand. Maintain eye contact and a pleasant expression afterward to maintain a positive interaction.

### **6. Be Aware of Your Other Hand**

Most people use their right hands unless they have a reason to use the left. Ideally, your left hand should be visible and unclenched. Don't have your left hand in your pocket because this appears defensive. In most business situations, you shouldn't use your left hand to touch the other person's arm or cup his or her hand. However, in a personal setting, you may.

### **7. Shake Hands in an Up-and-Down Motion**

The handshake shouldn't go back and forth or side to side. Don't pump the other person's hand more than three times, or the greeting may become very uncomfortable.

## **APPROPRIATE BODY LANGUAGE AND MANNERISMS FOR INTERVIEWS**

Interviewing for job openings is a source of frustration and anxiety for entry-level candidates, as well as seasoned professionals. Ensure that you know the time and place of the interview and then arrive on time. Remember that regardless of your level of education or work experience, displaying appropriate manner and body language can help you boost confidence and increase the potential success of interview.

### **Firm Handshake**

When you meet your interviewer, one of the first things he'll likely do is extend his hand to give you a handshake and welcome you to the interview. Extend your hand and offer a firm handshake. Many business professionals view a weak handshake as unprofessional, and a sign of weakness.

### **Eye Contact**

Eye contact is important in most business situations, including during job interviews. Eye contact shows potential employers that you feel confident, aren't intimidated and that you're alert and ready to discuss the position you're interviewing for. Make eye contact from the moment you meet your potential employer, especially during your initial handshake.

### **Turn Toward the Interviewer**

Once your interviewer invites you to sit down, position yourself so that you're facing your interviewer. Your body, legs and feet should be point in your interviewer's direction, so that you appear engaged and ready to start the interview. You can also slightly lean in toward your interviewer.

### **Sit Up Straight**

During your interview, your posture sends signals to potential employers about how engaged you are in what they're saying. Sit straight, avoiding slouching, as it makes you appear disinterested. Resist the urge to cross your legs; instead, place both feet firmly on the floor.

### **Use Appropriate Language**

Body language plays an important role in the first impression you make on potential employers. Employers also pay close attention to how you speak, to ensure that your verbal communication skills match the companies' needs. Speak in a clear voice and use proper grammar. Job candidates sometimes believe that using jargon makes them appear more knowledgeable of their fields or industries, but you should avoid using it, since hiring managers advise against it. You may feel comfortable with your interviewer, but you still have to maintain a level of respect and class, so avoid using offensive words, such as profanity.

At the end of your interview, don't rush to the door. Instead, take the time to thank each person for interviewing you. Be sure to make eye contact, give each person in the room a firm handshake, address them by their names and say "thank you."

## **BUSINESS ETIQUETTES**

Business etiquette is a set of rules that govern the way people interact with one another in business, with customers, suppliers, with inside or outside bodies. It is all about conveying the right image and behaving in an appropriate way.

## IMPORTANCE OF BUSINESS ETIQUETTES

- **Builds healthy relationships.** Since business etiquette skills entail fair and honest dealings with coworkers, employers, and customers etc., you tend to develop strong relationships on the basis of such behavior.
- **Nurtures a harmonious environment.** Employees with good business etiquette skills help in fostering a good working environment by displaying courtesy and respect towards coworkers and employers. As a result of the comfort this good treatment at work provides, the productivity of teams and individuals increases.
- **Shows confidence.** The way you are able to demonstrate your self-control and knowledge of various matters through good business etiquette skills, it all reflects your confidence. It exhibits you as someone who does not lose composure easily and knows when and what to say.

## 5 TYPES OF BUSINESS ETIQUETTE

- Workplace etiquette
- Table manners and meal etiquette
- Professionalism
- Communication etiquette
- Meetings etiquette

### 1. Workplace Etiquette

These rules deal with your behavior at the office. Culture and expectations differ from company to company, so what's rude at one workplace may be normal at another.

For instance, HubSpot is dog-friendly, so my coworkers frequently bring their pups in with them. At a traditional office, showing up with Rover would probably annoy your colleagues -- and may even get you in hot water with upper management.

Figure out what's acceptable and what's not by reading your company handbook, paying attention to how the executives behave (and following suit), and sticking by the standard rules (such as *"Don't heat up excessively smelly foods in the break room."*)

### 2. Table Manners and Meal Etiquette

There's far more to dinner and meal etiquette than knowing which fork to use. Luckily, once you've memorized these rules, you'll be well-equipped for any eating situation.

I can't even begin to cover them here -- you should read a book on meal etiquette or watch some videos for a full briefer -- but every professional should know the following:

- Put your napkin in your lap when you sit down
- Order items in a similar price range to your dining companions
- Don't start eating until everyone has received their food
- Pass condiments and dishes from left to right rather than reaching across the table
- Chew with your mouth closed
- Don't snap your fingers at your server
- After the meal is over, partially fold your napkin and put it to the left of your plate

### 3. Professionalism

Being professional means contributing to a pleasant, productive, and inclusive work environment. Professionalism includes an entire range of behaviors; however, here are the most standard:

- Keeping your word: When you make a commitment -- whether it's big or small -- keep it. If you know that will be impossible, give the other person as much notice as possible.

- Being punctual: Show up on time (or early).
- Remaining calm: Even in heated situations, do your best to stay cool.
- Acting flexible: Sometimes you'll have to stay late, show up early, change plans, move meetings, and more to make things work. Unless this is happening all the time, accommodate these changes without raising a stink.
- Using diplomacy: There will be people you don't like -- prospects, coworkers, or both. Be kind and amiable anyway.
- Accepting constructive criticism: Throughout your career, others will offer feedback. If you're closed off to it, you'll not only harm your professional rapport, you'll also lose valuable opportunities to improve.

#### **4. Communication Etiquette**

A large majority of our relationships hinge on good communication. Not sure what that entails? Let's break communication etiquette down into three categories:

##### ***Phone Etiquette***

- Don't speak too loudly or too softly. If you're worried about your volume, ask, "*How am I coming across? Do you need me to talk more or less quietly?*"
- Never interact with your phone while you're with someone else. Keep it stashed in your pocket or bag at all times.
- If you're on a conference call and you're not speaking, mute yourself so the others aren't distracted by the outside noise.

##### ***Email Etiquette***

- Aim to answer internal emails within one day and external emails within three days.
- Avoid overusing exclamation marks and smiley faces.
- Default to "Reply" over "Reply All."
- Check with each party before you make an introduction.

##### ***In-Person Etiquette***

- Steer clear of complimenting someone's appearance, since this can make people feel uncomfortable.
- Maintain eye contact 60% to 70% of the time.
- Match their speaking volume.
- Show interest in what they're saying.

#### **5. Meetings Etiquette**

Meetings are an important aspect of business communication that allow teams to share ideas, discuss strategy, and get on the same page about projects and priorities. Below are some strategies for maintaining proper meeting etiquette, whether you're meeting in-person or virtually:

- Send a meeting agenda around when you invite people to attend so they can prepare for the discussion in advance.
- Be mindful of time zones and the daily schedules of the people you're inviting when setting a time so nobody has to attend a meeting too early or too late in the day.
- Set up lunch or ask people to bring lunch if your meeting is scheduled during a typical lunch hour.
- Introduce new team members or first-time meeting attendees to the larger group.

##### ***In-Person Meetings Etiquette***

- Give attendees up to five minutes to settle in before diving into the agenda.
- Follow or set a clear agenda so people have time to think about contributions and ideas before presenting.



- Call on everyone who wants to participate in the discussion, or go around in a circle so everyone can speak.
- Don't speak too loudly so as not to disturb people working around you.

### ***Virtual Meetings Etiquette***

- Look at the camera -- not your own face or theirs -- so you seem like you're making eye contact.
- Shut the door and make sure you're not interrupted by your pets, children, roommates, significant other, etc.
- Before your meeting, check the area in camera range for inappropriate or overly personal items.
- If you're the meeting facilitator, make sure all participants have the chance to speak or present ideas, even if they're tuning in remotely.

## **RULES FOR GOOD BUSINESS ETIQUETTE**

### **1. Always use names in a meeting**

It is easy to forget people's names when in a business meeting, and for this reason, it is a good idea to write all the names down (and check their spelling) on a piece of paper in front of you.

It is common to say 'treat others as you would like to be treated yourself'. However, different people have different expectations. You might like to be called by your first name when being greeted by a service provider, however, someone else might prefer to be referred to more formally, with Mr, Ms, or Mrs.

You should not just assume that people like things the same way you do. If in doubt about the level of formality to use, it is probably better to go for more formality, rather than less, to avoid offending anyone.

### **2. The three Rs**

It is important to be considerate about the psychological needs of different people. A very useful rule of thumb to go by is that of the three Rs.

- Recognition: using names, greetings, and making a point of acknowledging people.
- Respect: treating people with respect, value and courtesy, and apologising to them where the situation calls for it.
- Response: people do not want to be kept waiting, they need to be responded to.

### **3. Wardrobe and hygiene**

Dirty clothes, fingernail biting, poor hygiene, unclean hair and body odour especially, can be a real turn off. It can be difficult having to tell someone they have body odour, but it is necessary, especially if the person has to deal with others and outside clients.

### **4. Cracking inappropriate jokes**

Etiquette is all about behaviour and sensitivity. For example, cracking jokes at times where it is inappropriate, or inappropriate jokes in general, shows a total lack of sensitivity.

I have been surprised to still hear some men at work make jokes about women and the way they look. Also, jokes about race and disabilities are most certainly inappropriate at any time.

### **5. Showing gratitude**

Thanking a person where the thank you is warranted is simple politeness.

Actually making a point of showing some sort of gratitude where someone has gone out of their way for you, or performed a task that is not part of their job description, is very important and actually makes for better interpersonal communication in the future.

### **6. Telephone etiquette**