



Trainer Manual for Soft Skills

applied in

Entry Level Occupations

*(To deliver Soft Skills in conjunction with the course
technical curriculum, NVQ II - IV)*

Important - This document should be used to deliver soft skills by the instructors in conjunction with the course Technical Curriculum and the Soft Skills Curriculum

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Foreword

The practical integration of Soft Skills into vocational training courses has proven to be difficult to consistently achieve in the past. While private sector employers often compliment the technical skills of trainees graduating from certified skills training courses, they have found graduating trainees' employment related soft skills to be very poor.

Given this, the Government of Canada funded WUSC ASSET project undertook an initiative to develop soft skills modules for partner vocational training centers to integrate into training. This was done in close collaboration with industry/private sector employers and vocational training partners. A series of discussions with key stakeholders, including key government bodies, were held to formally develop the framework for a curriculum for Soft Skills and a Soft Skills Trainer Manual targeting entry-level vocational training programs/trainees up to the National Vocational Qualification (NVQ) Level 4.

A Training of Trainers (TOT) program was conducted to train instructors attached to ASSET vocational training providers on how to use the Soft Skills curriculum documents in conjunction with the technical curriculum of skills training courses. A practical approach for the delivery of soft skills training was promoted. The TOT program for instructors has now been piloted through two TOT programs, one in Sinhala and one in Tamil medium.

This curriculum comprises of five modules covering:

1. Communication skills;
2. Team building & leadership;
3. Time management;
4. Personality, professionalism and work ethics; and
5. Problem solving.

The Tertiary Vocational Education Commission (TVEC) has approved the modules and is now including the module in NVQ Level 1 to 4 National Competency Standards. Piloting and testing in registered vocational training institutions has been completed.

We trust that this collaboration will enhance the quality of skills training programs in Sri Lanka and that important soft skills will improve the employability of female and male youth entering the skilled labour market in Sri Lanka.

Yours truly,

Doug Graham
Country Director – WUSC Sri Lanka
WUSC – ASSET Project
March 2019

Acknowledgement

Overall Direction

Ms. Esther M. McIntosh	Former Country Director, WUSC – ASSET Project
Mr. Doug Graham	Country Director – WUSC Sri Lanka WUSC – ASSET Project
Mr. Deepthi Lamahewa	Deputy Program Director, WUSC – ASSET Project

Technical Support

Mr. S. U. K. Rubasinghe (Master Trainer), Director (NVQ, NCS & Curricula – TVEC)
Mr. Sivasubramaniam Muguntthan, Vice President, Institution of Professional Development for Teachers (IPDT), Jaffna
Mr. D. M. Yahampath (Master Trainer), Assistant Director (Staff Development), Vocational Training Authority of Sri Lanka
Mr. A. L. M. Imam (Master Trainer), Vocational Training Authority of Sri Lanka
Mr. C. R. Samaraweera, Freelancer (TVET Sector)
Mr. W. Denzil Fernando, Manager Skills for Employment, WUSC – ASSET Project

Facilitator/Coordinator

Mr. W. Denzil Fernando, Manager Skills for Employment, WUSC – ASSET Project

Administrative Support

Ms. Gowri Ravishanker, Senior Finance Manager, WUSC – ASSET Project

Introduction

Soft skills are in high demand among private sector clients and youth themselves. During WUSC – ASSET final fiscal year, the soft skill packages used by different partners were reviewed and finalized a common content by having regional level consultative meeting to accommodate the requests made during meetings and private sector industries specific content. Based on the content of the soft skills curriculum, this soft skills trainer manual was developed by a group of consultants.

The training delivery package is consisted of the soft skills modules for each and every soft skill area including this trainer's manual, student activities and reference material developed. This soft skills trainer manual should be used in conjunction with the course technical curriculum and the soft skills curriculum to deliver soft skills.

The course instructor should identify the appropriate module/task no in the technical curriculum to match the topics given under the content pages of this Soft Skills Trainer Manual. He/she can follow the mode of delivery, activities and assessment guide given in this trainer manual. Instructor is free to choose any additional activities related to soft skills delivery to match the module/tasks in the technical curriculum.

Instructors are advised to prepare a separate scheme of training (T2 form) for each and every soft skills module. An awareness program or a TOT should be planned and delivered under the guidance of TVEC by the respective officer in charge of staff training in the VT institutions.

Soft Skills Trainer's Manual

Module No: 01

Module Title: Communication Skills

Importance of the Module:

The trainee has to communicate effectively and efficiently with the instructors and colleagues in the training centre and customers, supervisors and co-workers in the workplace. Effective communication will improve the interpersonal relationship, productivity and minimize conflict. You will need to request information, discuss problems, give instructions, work in teams, and interact with colleagues and clients. If you are to achieve co-operation and effective teamwork, good human relations skills are essential.

Everything you do in the workplace, results from communication. Therefore good reading, writing, speaking and listening skills are essential if tasks are going to be completed and goals to be achieved. In following occasions in your career you will find various reasons why successful communication skills are important.

- To secure an interview and get the job
- To do your job well
- To advance in your career

Content

Ref. no	Topic	Appropriate module/task no. in the technical curriculum
1.	Different types of Communication <ul style="list-style-type: none">○ Verbal communication<ul style="list-style-type: none">▪ Oral communication▪ Written communication○ Non-verbal communication	
2.	Body language and platform skills	
3.	Internet & e-mail communication	
4.	Communication etiquettes	
5.	Barriers to communication	
6.	Effective listening skills <ul style="list-style-type: none">○ Types of listening	
7.	Effective presentation	
8.	Effective communication skills	

Mode of delivery:

This module will be delivered throughout the course as a supporting document for soft skills delivery and to be used along with the technical curriculum modules/tasks. After the each activity teacher has to give feedback based on above topics.

Activities:

1. Make a presentation by each students on subject matter learnt on rotational basis
2. Request student to maintain summarized weekly note book
3. Fill forms related to work environment, make written request for leave
4. Search related job vacancy in news papers/gazette/any electronic media and prepare application/CV
5. Teacher has to give feedback and maintain students' performance record

Assessment guide:

When a task is assessed in the technical curriculum consider the performance of the trainee related to soft skills too. During the formative assessment instructor has to give feedback and maintain students' performance record.

Reference material/Supporting resources:

Communication

What is Communication?

What does it mean to you?

The process of communication is what allows us to interact with other people; without it, we would be unable to share knowledge or experiences with anything outside of ourselves. Common forms of communication include speaking, writing, gestures, touch and broadcasting.

Wikipedia definition

Communication is a process of exchanging information, ideas, thoughts, feelings and emotions through speech signals, writing or behavior. In communication process, a sender encodes a message and then using a medium and sends it to appropriate feedback using a medium.

- Different types of communication
 - Verbal/non-verbal communication

Verbal Vs Non Verbal

Can we communicate without words?



Voice attributes

What are they and how do they affect communication?

Physical attributes

What could be considered here and how do they affect communication?

The power of touch

What and when is OK?

Which is better, verbal or non verbal?

Verbal Communication

Verbal communication refers to the form of communication in which message is transmitted verbally, communication is done by words, mouth and a piece of writing. Objective of every communication is to have people, understood what we are trying to convey.

Parts of Verbal Communication - Oral or Written communication

In oral communication, spoken words are used. It includes face-to-face conversations, speech, telephonic conversation, video, radio, television, voice over internet. In oral communication, communication is influence by pitch, volume, speed and clarity of speaking.

In written communication, written signs or symbols are used to communicate. A written message may be printed or hand written. In written communication message can be transmitted via email, letter, report, memo etc. Message in written communication, is influenced by the vocabulary & grammar used, writing style, precision and clarity of the language used.

Non-Verbal Communication

- Through signs & symbols.
- Non-verbal can go without verbal communication.
- Verbal can't go without non-verbal communication.



Non-Verbal Communication is all aspects of communication other than words themselves. It includes how we utter words, features of environments that affect interactions and that influence personal images & interaction patterns.

- Body language and platform skills

Body language is a type of nonverbal **communication** in which physical behavior, as opposed to words, are used to express or convey information. Such behavior includes facial expressions, body posture, gestures, eye movement, touch and the use of space.



- Facial Expression

Face is the index of mind. Think how much information can be conveyed with a smile or a frown. By facial expressions we can show or we can understand happiness, sadness, anger and fear and much more.

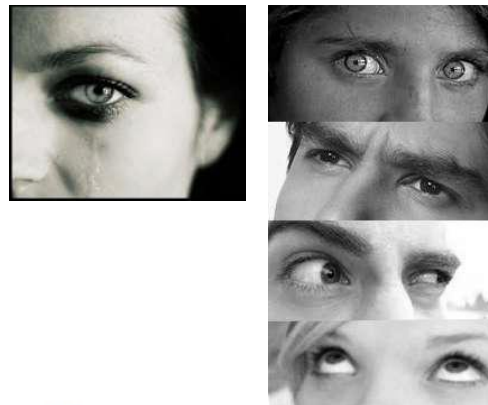


Head

If someone moves his\her head up & down it means he\she is agree with you or saying yes and it also means understanding and acknowledgement. Sideways movement of head means no or not understood. If a person brings his head down and looking his feet or earths it is the symbol of humility & modesty.

Eye Gaze

Looking at another person can indicate a range of emotions like anger, grudge and danger, a dangerous look can tel you someone is unhappy and no comfortable with.



Gestures & Postures



Shape of Body



Personal appearance adornment

- ✓ Appearance can indicate our profession
- ✓ It shows your nature, interest and your taste
- ✓ It can also point out our religious and cultural values



Haptics (Touch language)



Signs





Platform skills are presentation behaviors that a trainer uses to transmit content effectively. Not to be confused with **skills** that guarantee participation (which, in general, only trainers use), both presenters and trainers must demonstrate excellent **platform skills** to get their messages across.

- o Internet and email communication

What is email communication?

Short for **electronic mail**, **email** (or e-mail) is defined as the transmission of messages over **communications** networks. Typically the messages are notes entered from the keyboard or electronic files stored on disk. Most mainframes, minicomputers, and computer networks have an **email** system.

What is the Internet communication?

Internet communication is referred to as the sharing of information, ideas, or simply words over the World Wide Web, or the **Internet**. The **Internet** consists of a worldwide string of connected networks that exchanges data through packet switching using the standardized **Internet Protocol Suite** (TCP/IP).

- Communication etiquettes

Workplace **communication etiquette** involves commonly accepted norms and behaviors used while **communicating** with others in the workplace. Some aspects of workplace **etiquette** relate to basic standards of appropriateness when **communicating** with others.

What you hear

Tone of voice

Vocal clarity

Verbal expressiveness



40% of the message

What you see or feel

Facial expression

Dress and grooming

Posture

Eye contact

Touch

Gesture



50% of the message

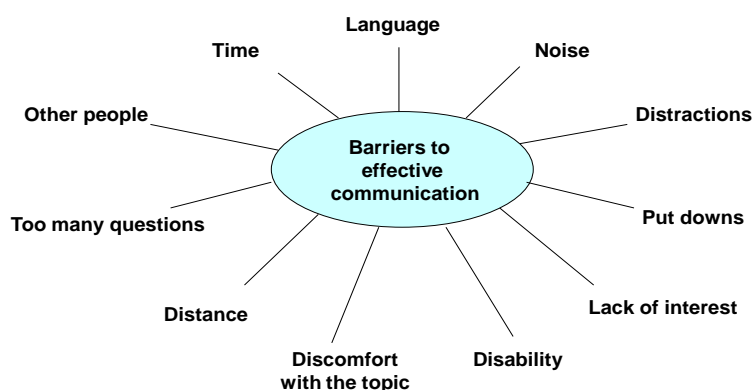
WORDS ...



10% of the message!

- Barriers to communication

Barriers to Effective Communication



- Effective listening skills

The Art of Listening

“If we were supposed to talk more than listen, we would have been given two mouths and one ear.”

Mark Twain

Listening Skills

Active Listening

Responding

Interpreting

Asking questions for clarification

Imitate the other person’s language

For Teacher - Discuss what each of these means and give/ask for examples. Practise in pairs; One participant is given a situation/problem to talk about and the partner has to practise some of the listening and responding skills. Practice is also attempted in Interpreting and clarifying.

- Types of listening

- ✓ Appreciative Listening - Listening to enjoy what you hear

- ✓ Informative Listening - Listening to gather information such as facts, directions, news, or instructions

- ✓ Critical Listening - Listening to examine and evaluate the message for logic, truth, and value
- ✓ Empathetic Listening - Listening to another person's feelings or thoughts, with the ability to put yourself in their shoes
- ✓ Precision Listening - Listening to single out one particular sound with exactness and clarity
- ✓ Discriminative Listening - Listening to distinguish between all the sounds in your environment
- ✓ Social Listening - Listening with just enough effort to give a response

- Effective presentation

Top Tips for Effective Presentations

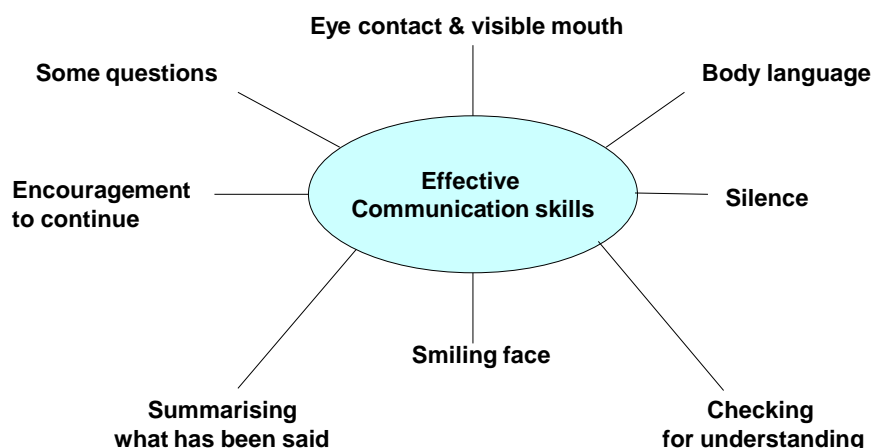
- Show your Passion and Connect with your Audience. It's hard to be relaxed and be yourself when you're nervous. ...
- Focus on your Audience's Needs. ...
- Keep it Simple: Concentrate on your Core Message. ...
- Smile and Make Eye Contact with your Audience. ...
- Start Strongly. ...
- Remember the 10-20-30 Rule for Slideshows. ...
- Tell Stories.

- Effective Communication:

If someone achieves the desired level of objective through communication, we can say that it is "effective communication".

e.g. If your communication get the proper response from the receiver, it means that you effectively conveyed the message.

Effective Communication Skills



For Teacher - Encourage participants to think about a situation where they must communicate with someone who is hard of hearing; anxious; has been put down in the past; doesn't know who you are – what are some of the things you can do to help communication

Module No. 02

Module Title: Team building and Leadership

Importance of the Module:

The trainees has to work as a member/leader of a team in the training centre and in the work place. Teamwork helps to achieve organizational objectives by solving problems and giving synergy effect. So team work is essential part of a work place success.

Employers look for people who know how to work well with others in the workplace. The ability to work as part of a team is one of the most important skills in today's job market.

Teamwork involves building relationships and working with other people using a number of important skills and habits:

- Working cooperatively
- Contributing to groups with ideas, suggestions, and effort
- Communication (both giving and receiving)
- Sense of responsibility
- Healthy respect for different opinions, customs, and individual preferences
- Ability to participate in group decision-making When employees work together to accomplish a goal, everyone benefits

Content

Ref. no	Topic	Appropriate module/task no. in the technical curriculum/ extra curricula activities
1.	What is team and team work.	
2.	Importance of team work in the work environment	
3.	Benefits and challenges	
4.	Leadership traits and skills	
5.	Key responsibilities of team leader and team members	
6.	Role model of leadership	
7.	Motivation for success	
8.	Effective communication for success of team work Communicate openly & supportively Listen actively Interpret nonverbal messages Give useful feedback Receive feedback effectively	

Mode of delivery:

This module will be delivered throughout the course as supporting document for soft skills delivery and to be used along with the technical curriculum modules/tasks.

Before start the Activity 3 and 4, instructor should provide brief introduction of expected outcome related to the soft skills applied. After completion of the activities instructor should have a one hour discussion with teams related to the soft skills applied and provide feedback. Instructor should advise the team to make a report on given format base on the activity performed.

For other activities (1, 2 & 5) instructor should give feedback related to the soft skills applied and developed.

Activities

1. Form different groups to perform tasks in the technical curriculum whenever possible
2. Form groups for workshop cleaning, machine maintenance, gardening maintenance, waste management in training centre
3. Organize sports activities / social and cultural events to develop team building and leadership
4. Arrange open day /Exhibitions/blood donation camp
5. Appointing class monitor on rotational basis

Assessment guide:

When a task is assessed in technical curriculum consider the performance of the soft skill too. During the formative assessment instructor has to give feedback and maintain students performance record

Reference material/Supporting resources.

Team building and Leadership

- What is team and team work?
 - A Team - a group of people work together to achieve a common goal
 - Teamwork - the ability to cooperate and communicate effectively with others achieve a common goal
- Importance of teamwork in present work environment
 - *"To provide accurate information that would assist individuals in achieving a better quality of life."*



- People working together can sustain the enthusiasm and lend support needed to complete the work of each program
- A Teams succeeds when its members have:
 - ✓ a commitment to common objectives
 - ✓ defined roles and responsibilities
 - ✓ effective decision systems, communication and work procedures
 - ✓ good personal relationships

- Benefits and challenges

Team Working	
Benefits	Challenges
Promoting Unity	Loss of Efficiency
Promoting Diverse Thinking	Lack of Effective Communication
More Work in Less Time	Personality Conflict



TEAMWORK

INDIVIDUAL WORK

- | | |
|---|--|
| <ul style="list-style-type: none"> • Agree on goals / milestones • Establish tasks to be completed • Communicate / monitor progress • Solve problems • Interpret results • Agree completion of project | <ul style="list-style-type: none"> • Work on tasks • Work on new / revised tasks • Research / development • Networking |
|---|--|
-
- Team Morale depends on
 - Support
 - Resources
 - Communication
 - Personalities
 - Leadership traits and skills
 - Boss versus Leader
Are a boss and leader always the same?
 - Skills of Effective Leaders
 - ✓ Building and sustaining relationships
 - ✓ Developing and communicating a vision
 - ✓ Influencing people
 - ✓ Making decisions
 - ✓ Overcoming setbacks and adversity
 - ✓ Understanding people's needs

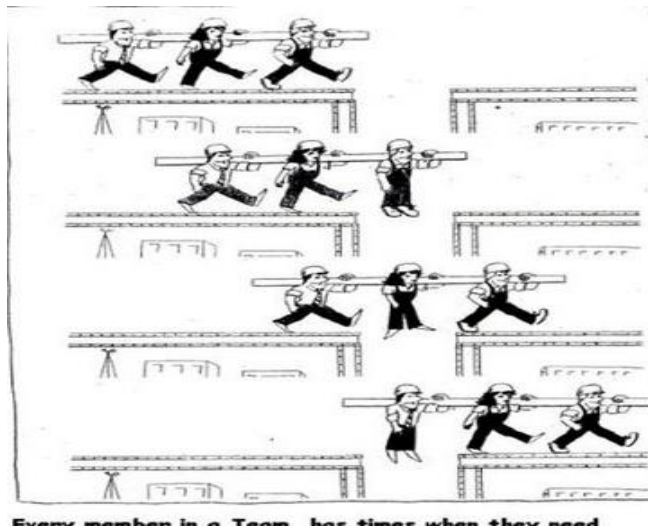
Have students discuss the difference between someone who just tells everyone what do to and someone who inspires people do to their best, List characteristics of each.

- Characteristics of a Good Leader
 - ✓ Challenge people to think
 - ✓ Communicate clear expectations
 - ✓ Lead by example
 - ✓ Make decisions
 - ✓ Make others feel safe to speak up
 - ✓ Measure and reward performance
 - ✓ Properly allocate and deploy talent
 - ✓ Provide continuous feedback-positive and negative
 - ✓ Are accountable to others
 - ✓ Are great teachers
 - ✓ Ask questions and seek counsel
 - ✓ Create a positive, energetic atmosphere
 - ✓ Genuinely enjoy responsibility
 - ✓ Invest in relationships
 - ✓ Problem solve without procrastinating
 - ✓ Are professional

A good leader will possess the qualities as above. What qualities do you feel is missing from the list? Allow for a short discussion.

- Key responsibilities of team leader and team members
 - What is Teamwork & Team Building
 - ✓ Teamwork
Concept of people working together as a team
 - ✓ Team player
A team player is someone who is able to get along with their colleagues and work together in a cohesive group
 - ✓ Team Building
Process of establishing and developing a greater sense of collaboration and trust between members

- Teamwork Skills
 - Listen
 - Question
 - Persuade
 - Respect
 - Help
 - Share
 - Participate



- Role model of leadership
 - Think about the great leaders of our country or the world. What are some examples of how they exhibit(ed) good leadership skills?
 - Allow for a short discussion

- Motivation for success (How to achieve success)
 - *Responsibility* –not blaming anything
 - *Hard work* – ready to work in any time
 - *Character* – values, beliefs & personality of you
 - *Right time*- ready to do at right time
 - *Persistence*- failing also a step to success
 - *Creativity* – excellence of his effort
 - *Commitment* – winning edge
 - *Learning* - life long process
 - *Planning* - exact

- Effective communication for success of team work
 - Communicate openly & supportively
 - Listen actively
 - Interpret nonverbal messages
 - Give useful feedback
 - Receive feedback effectively

What is the difference between an effective team member and an ineffective team member?

Enrichment activity: Divide the class into groups. Give each group poster paper and markers. Have groups develop a list of items that create a successful team and present their posters to the class. These could be placed in the hall to share with the school.

Module No. 03

Module Title: Time Management

Importance of the Module:

It's difficult to take control of every single minute of your day especially when there are too many distractions around. Since childhood, our parents and teachers have advised us to spend time and money wisely. Good **time management** allows you to accomplish more in a shorter period of **time**, which leads to more free **time**, which lets you take advantage of learning opportunities, lowers your stress, and helps you focus, which leads to more career success. Each benefit of **time management** improves another aspect of your life.

In the business world of today, time is increasingly at a premium. We spend time commuting to work, then filling up the workday before commuting home again and facing whatever time issues are posed when trying to fulfill our duties outside of the workplace. This increases the stress.

Content

Ref. no	Topic	Appropriate module/task no. in the technical curriculum (To be filled by the Instructor)
1.	Benefits of time management	
2.	Obstacles to effective time management (Unclear objectives, disorganization, inability to say "no", interruptions, period of inactivity)	
3.	Strategies to overcome obstacles Set goals(SMART) Prioritize Organize	
4.	Use your waiting time	
5.	Concentrate on the tasks at hand	
6.	Celebrate your success	
7.	Record, Analyze and Change (RAC) method	

Mode of delivery:

This module will be delivered throughout the course as supporting document for soft skills delivery and to be used along with the technical curriculum modules/tasks. After the each activity teacher has to give feedback based in above topics.

Activities

- Provide practices and technical assignments with time frame during the training period
- At the end of the 1st month of training each student has to prepare a plan for weekend
- Provide practices and technical assignments with time frame during the training period activities (All the activities including personal). 1st day after the weekend, analyze the activities done according to then given plan and provide the feedback on RAC method. This should be continued for each weekend.

Assessment guide:

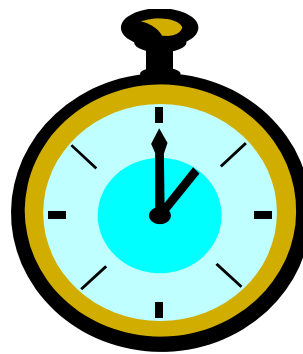
When a task is assessed in technical curriculum consider the performance of the soft skill too. During the formative assessment instructor has to give feedback and maintain students performance record

Reference material/Supporting resources.

Time management

What you accomplish during a 24-hour period depends on your own motivation, your energy, your skills and abilities, and other resources.

Since there are always demands on your time, it may be helpful to think about what you will do with your time and to consider some strategies for more effective time management.



Time management is not a way to make you work harder and longer, but a means to help you work smarter to accomplish your work more easily and rapidly.

- Benefits of time management
 - Efficient
 - Successful
 - Healthy

If you can manage your time more effectively, you will be rewarded in a variety of ways:

- ✓ You will be more efficient in learning at the training centre or serving your company better
 - ✓ You will achieve greater success as a trainee in your training centre or craftsman at your work place
 - ✓ On a personal level, you will certainly feel healthier, more energetic, and in a generally better mood
- Obstacles to effective time management (Unclear objectives, disorganization, inability to say “no”, interruptions, period of inactivity)

There are a lot of things that make it difficult for us to manage our time effectively. Let’s consider some of the most common ones, and see if they apply to us:

- Unclear objectives – It’s hard to hit a target with your eyes closed, and it’s just as hard to accomplish something when you aren’t exactly clear about what you want to achieve
 - Disorganization – It’s easy to see when your desk or work area is too messy, but sometimes you have to step back and ask yourself if you are taking an organized approach in completing all of your tasks
 - Inability to say “no” – We all want to be as helpful as we can when others need us, but this can mean taking time away from other priorities to do something we may not have planned
 - Interruptions – Many times we are in the middle of accomplishing something really important and the telephone rings. These calls can not only take you away from your task, but sometimes they interrupt your train of thought and you can’t return to where you were without retracing your steps
 - More interruptions – We all like to visit with others, but conversations at inappropriate times can cost us time when we have to stop what we are doing and redirect ourselves from our plans
 - Periods of inactivity – As much as we think we are busy, there are times in our day when we are not really doing anything. Recognizing and making use of these times can have a positive effect on our efforts
 - Too many things at once – Many of our tasks are not routines. They require concentration to detail. When we are attempting to do too many different things at one time, each individual task suffers as a result
 - Stress and fatigue – Everyone experiences stress from time to time, and sometimes we actually operate a little better when there is some level of stress. Too much stress, on the other hand, causes our work to suffer and wears us down physically and mentally. Dealing with stress is an important part of time management
 - All work and no play – Most successful people know how to balance work and play. When work takes over your life, you not only give your body little time to re-energize, but you may end up sacrificing the really important things in life like family and friends
- Strategies to overcome obstacles

The obstacles that we face are not impossible. Sometimes, the hardest thing to do is to identify that these obstacles exist and are affecting your ability to manage your time

When you have identified your obstacles you can begin to overcome them

Here are some strategies you can use to overcome the obstacles we just examined:

- Set goals (SMART) –
- The first and most important strategy you can employ to manage your time is to set clear goals for yourself. The best favor you can do for yourself is to determine what those goals are and make sure your efforts are always directed toward their achievement. Effective goals share a number of characteristics in common. Effective goals are:
- ✓ Specific – When a goal is too vague, you may never know **how** to reach it or even **when** you have reached it. Make sure that you know exactly what you hope to achieve
 - ✓ Measurable – When you have a goal that is measurable, you will know how far you have to go to reach the goal, and when you get there
 - ✓ Achievable – It is commendable to set your sights high, but sometimes we try to accomplish more than we can actually do. Accomplishing a no of tasks in your work place in one

day/week may or may not be achievable at this time for a number of reasons. Your goals should be such that, if you “extend yourself” you can **just** reach them.

- ✓ Realistic – Can you accomplish a no of tasks in a day/week, which is urgent & important? It is certainly a worthwhile goal, but it may not be realistic at this time. It might be better to work on setting up a plan together with other co-workers to accomplish the tasks in given time.
- ✓ Time-based – Most of the goals that you establish in your position as a craftsman will not be long-term. It is important to set time guidelines for your goals, so that you can keep track of your progress as you are going along and can be alert to when you are falling behind schedule.

○ Prioritize –

- ✓ Do – Determine from the list the things you think are most important to accomplish, and are things you should do yourself.
- ✓ Delegate – Remember that there many workers with skills, experience, and motivation to carry out a wide variety of tasks. Delegating not only frees up your time for other things, it ensures that resources are used wisely and that who want to help are motivated and involved.
- ✓ Delay until another time – Some things can wait. The danger is delaying too many things until deadlines are near. The best policy here is to consider **when** things are due, **how long** it will take to accomplish them, and **what your current workload will allow**.
- ✓ Delete – If you have set goals using the guidelines we mentioned earlier, you may recognize that some of them are not achievable or realistic, or that they are just not important. A good worker knows when to concentrate on the important and eliminate the rest.

It is important when you have prioritized your tasks that you:

- ✓ Address the urgent – Take care of things with short-term consequences as soon as possible.
- ✓ Accomplish what you can early – the tasks that can be handled early should come next. Don’t put off until tomorrow what you can do today.
- ✓ Attach deadlines to things you delay – When you have determined that something can definitely wait, don’t just toss it aside until later. Establish a deadline for the task in your schedule, and make a note to remind you to begin working on it.

○ Organize –

As you prioritize tasks and set deadlines, you will want to organize your plans and actions. Whatever method you choose, make sure you organize your tasks so that you can stay on track.

○ Learn when to say “NO”

When you learn to say “NO” you are not closing the door on your responsibilities, but rather you are making sure that you can meet your commitments and accomplish the maximum possible in the time available to you.

To be able to say “NO” you will have to accept these three principles:

- ✓ I realize that I can’t do everything
- ✓ I won’t agree to undertake a task or project that I know I will not be able to complete in the timeframe required
- ✓ I will not make commitments that are not consistent with the goals and objectives I have set for myself

If you keep these principles in mind, you will find it easier to justify (and explain) why some requests must be turned down. You will also find that you are better able to accomplish the things that you have prioritized as “must do.”

- Use your waiting time

Another personal time management skill is to make good use of your “waiting time.”

Have you ever thought about how much time you spend doing nothing during an average day? Usually this is not a situation where you planned to do nothing...it just happened. Think about all of the things you could accomplish if you could make use of this time. For instance:

- ✓ Time you spend commuting on a train or bus
- ✓ Time you wait at the doctor or dentist office for your appointment
- ✓ Time you spend “on hold” on the telephone
- ✓ Time you spend when you arrive at work or at a meeting earlier than you had anticipated

The trick to making use of your waiting time is to always make sure you have something with you that you can accomplish in the event that you are kept waiting.

- Concentrate on the tasks at hand

You will be deal with many tasks while you work in your profession. There is no way around this fact. But one important strategy to keep in mind is to concentrate completely on the task in hand. Concentration can be difficult when you have a lot on your mind. Your time will be better spent if you are able to:

- ✓ Focus on your goal – You may have many commitments and many concerns, but you will accomplish more when you keep focused on the one task you are performing at the moment
- ✓ Tune out interruptions – You will find your concentration is at its highest level when you can set aside times during the day when you will not answer the phone or visitors. You can’t isolate yourself all of the time, but by avoiding interruptions for specific periods of time, you may find you can accomplish tasks successfully in far less time than you anticipated. When you must respond to phone calls, be assertive in minimizing interruptions by asking if you can call back at another time or meet another day.

- Consider your personal prime time

Everyone is different. Most research shows that tasks that take the most mental concentration are most effectively accomplished early in the day, but even these studies acknowledge that this is not always true, and that everyone has a “personal prime time.”

When you plan your tasks, think about your own “prime time.” If you do your best work early, plan to do the routine tasks later in the day and concentrate on the more challenging tasks when you are at your best. If you don’t really get going until later, handle the routines in the morning and save the more difficult tasks for later.

When considering a daily schedule, it is a good idea to keep your energy cycle in mind. Some people are at their best early in the morning. Others peak in the afternoon. Whenever possible, try to plan your daily schedule to match your prime time. You will not always have control, but consider such ideas as doing work that requires concentration, creativity, and thought during your prime time. Leave less demanding activities, such as reading, responding to mail, or returning phone calls, until after lunch if your prime time is in the morning.

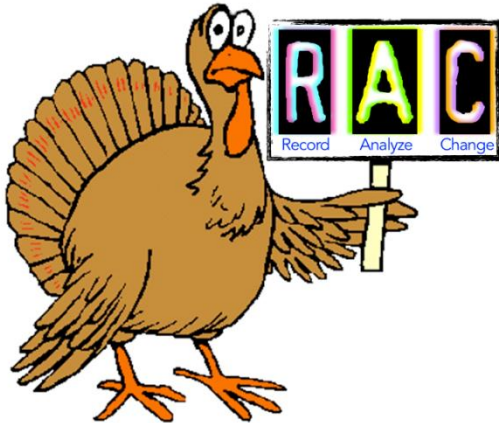
- Celebrate your success

Celebrate the achievement of your goals to maintain a healthy balance in life between work and play. Reward yourself when you complete a task or finish a project.

If you worked in a team or delegated some tasks to others, reward the efforts of all involved.

Celebration is a vital part of all tasks accomplished. No matter how tight your schedule looks, this is TIME WELL SPENT!

- Record, Analyze and Change (RAC) method



- ✓ Recording: everything you do from the time wake up til sleep
- ✓ Analyzing: highlight 5 biggest time wasters from recording
- ✓ Change: prioritize, re-clutter, schedule

Module No. 04

Module Title: Personality, professionalism and work ethics

Importance of the Module:

An individual’s personality refers his/her appearance, characteristics, attitude, mindset and other.

Professionalism encompasses a worker’s behavior, appearance, and workplace ethics. Employees who have high standards of professionalism are frequently perceived as being more credible and reliable than their co – workers. As a result, professional employees are frequently regarded as their leaders.

The first step to having a professional presence is to be optimistic. Being late communicates that your time is more important than someone else’s .. Good attendance and Punctuality is vital to a professional presence. And if you are late, blaming the traffic, your family or your transport is simply making an excuse.

Importance of workplace ethics, ensures positive ambiance at the workplace. Workplace ethics leads to happy and satisfied employees who enjoy to coming to work rather than treating it as a mere source of burden.

Content

Ref. no	Topic	Appropriate module/task no. in the technical curriculum (To be filled by the Instructor)
1.	Tips for professionalism and personality <ul style="list-style-type: none">• Make being on time a priority• Dress appropriately (personal grooming)• Stay positive• Watch your mouth. No swearing• Offer to help colleagues• Don’t be afraid to admit your mistake• Don’t lie, be honest• Always fight fair• Self confidence• Dependability and reliability• Adaptability and flexibility• Imitate good practices• Facing challenges• Creativity/innovation• Good manners• Enthusiasm and patience	
2.	Strong work ethics <ul style="list-style-type: none">• Dedication• Commitment• Effort	

	<ul style="list-style-type: none"> • Loyalty • Self-discipline • Attendance and Punctuality • Cooperation • Respect • Responsibility • Emotional intelligence 	
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Mode of delivery:

This module will be delivered throughout the course as supporting document for soft skills delivery and to be used along with the technical curriculum modules/tasks. After the each activity teacher has to give feedback based in above topics.

Activities

- Follow ‘Code of practice’/ rules and regulations in the training centre
- Follow relevant instructions/feedback given by the teacher on misbehavior and try to correct and avoid repetition

Assessment guide:

When a task is assessed in technical curriculum consider the performance of the soft skill too. During the formative assessment instructor has to give feedback and maintain students performance record

Reference material/Supporting resources.

Personality, professionalism and work ethics

Professionalism

the [combination](#) of all the [qualities](#) that are [connected](#) with [trained](#) and [skilled people](#):

Personality

The visible aspect of one's character as it impresses others: He has a pleasing **personality**. a person as an embodiment of a collection of qualities: He is a curious **personality**.

Work Ethics

A belief in the moral benefit and importance of work and its inherent ability to strengthen character

10 Characteristics of Professionalism

Being a professional in your chosen field means either much more than wearing a coat and tie or possessing a college degree and a noted title. Professionalism also has to do with how you conduct yourself during your workplace affairs. True professionals possess a number of important characteristics that can apply to virtually any type of workplace/business.

Appearance

A professional is neat in appearance. Be sure to meet or even exceed the requirements of your workplace dress code, and pay special attention to your appearance when meeting with superiors, colleagues, prospects or clients.

Behavior

Your behavior should display confidence. Be polite and well-spoken whether you're interacting with customers, superiors or co-workers. You need to keep your calm, even during tense situations.

Reliability

As a professional, you will be counted on to find a way to get the job done. Responding to people promptly and following through on promises in a timely manner is also important, as this demonstrates reliability.

Competence

Professionals strive to become experts in their field, which sets them apart from the rest of the pack. This can mean continuing your education by taking courses, attending seminars and attaining any related professional designations.

Ethics

Professionals such as doctors, lawyers and public accountants must adhere to a strict code of ethics. Even if your company or industry doesn't have a written code, you should display ethical behavior at all times.

Maintaining Your Dignity

A professional must maintain his dignity even when facing a difficult situation. For example, if a colleague or client treats you in an aggressive manner, you should not choose the same type of behavior.

Phone Etiquette

Your phone etiquette is also an important component of professional behavior. This means identifying yourself by your full name, company and title when you place a call. Be sure not to dominate the conversation and listen keenly to the other party.

Written Correspondence

During written correspondence, keep your letters brief and to the point. Your tone should be polite and formal without being "stuffy." This also applies to email correspondence.

Organizational Skills

A professional can quickly and easily find what is needed. Your work area should be neat and organized, and your briefcase should contain only what is needed for your appointment or presentation.

Accountability

Professionals are accountable for their actions at all times. If you make a mistake, own up to it and try to fix it if possible. Don't try to place the blame on a colleague. If your company made the mistake, take responsibility and work to resolve the issue.

Meaning of Professionalism and Work Ethic

A person's work ethic is a representation of his character. A strong work ethic suggests that the person places a high value on doing a good job, as well as respecting others and functioning with integrity. Professionalism is a component of the concept of work ethic, which describes how a person comes to work and conducts himself on the job. Here are some ways to demonstrate professionalism on the job.

Be Punctual

Being on time is one of the most fundamental qualities of professionalism. A professional person comes to work before his shift, settles in and is ready to work for the duration. He is punctual to appointments with clients and meetings with staff and management. His work is completed on time and he meets all deadlines given to him.

Be Accountable

Another professional quality is being accountable for your actions. Someone with a high degree of professionalism takes responsibility for his assignments, his actions and any problems that arise resulting from his work. If a problem happens where a client didn't get the product/service on time because the team member forgot to transmit it to the operations center, the professional person will take responsibility and take action to resolve the issue. There is no passing the buck with a professional employee.

Be Well-Organized

A professional employee is well-organized. This helps him do his job efficiently and effectively. His workstation is in order with only the necessary tools/equipment neatly positioned for him to work on. His workstation has files for forms, standards, work instructions, manuals, brochures and supplies etc he needs to do his job properly. This prevents him from needing to run around to look for required stuff while in the middle of a task being performed.

Have Professional Appearance and Good Hygiene

The employee who comes to work with his attire has taken the time to ensure his appearance meets the standards for his job. His clothes are clean & tidy, his hair is combed or helmet/cap is worn (depend on the job nature) and he has made sure to brush his teeth and use deodorant (if necessary & suits to the occasion). He wants to make sure his first impression in any situation is a positive one. People have more trust in someone who has taken the time to ensure a professional appearance.

Be Consistent and Professional

When someone has a strong work ethic, they are diligent in making sure work gets done and is done properly. This means that work is consistently done well and efficiently executed. Company/industry owners, Business leaders want this level of professionalism in all employees because errors and delays cost money and create other problems.

Have Humility and Kindness

A professional employee is confident but doesn't walk around the workplace arrogantly publicizing his accomplishments. He is humble and kind, and will offer to help others. He is a team player who understands his contribution is one part of a bigger equation. As such, he works with others to make sure that everyone is achieving everything they can.

Here are 12 ways you can develop and practice professionalism:

1. **Be productive**

Use your time productively at work. Focus on your job responsibilities and avoid getting pulled into smoking, taking food, gossiping, social media & web browsing and phone activity while on the clock.

2. **Develop a professional image**

Project a professional presence and dress appropriately for your industry and organization. A good rule of thumb is to dress in the position you aspire to have.

3. **Take the initiative**
Ask for more tasks/projects to be given to you or think of assignments that will meet your organization's goals. You don't want to be under-utilized.
4. **Maintain effective work habits**
Prioritize, plan and manage your assignments, tasks and projects. Follow up and follow through with your supervisor and team members.
5. **Manage your time efficiently**
Establish priorities, set goals and create action plans to meet deadlines.
6. **Demonstrate integrity**
Be accountable for your work and actions while behaving ethically at all times.
7. **Provide excellence**
Produce work and results that reflect a sense of pride and professionalism, often exceeding expectations.
8. **Be a problem-solver**
When you run into problems and obstacles take the time to brainstorm a few solutions and alternatives before you meet with your supervisor.
9. **Be resilient (flexible)**
Develop coping skills to manage delays and challenges with a positive and constructive attitude.
10. **Communicate effectively**
Practice professional on-line, in person and interpersonal communication skills.
11. **Develop self-awareness**
Learn to manage your emotions and gain awareness of your emotional triggers so you can manage your reactions positively and productively. Accept and reflect on feedback to assist as you learn and grow.
12. **Build relationships**
Network with colleagues, customers and clients to build professional cordial relationships, work on teams and collaborate effectively.

It never hurts to follow Simple Workplace Etiquettes.

1. Whether we like it or not, we spend a large part of our day in our workplace. How we behave and conduct ourselves in the office speaks a lot about the kind of person we are. Here are some simple workplace etiquettes that every working professional should follow –
2. Be On time Everyday – Make it a point to reach office on time every day. Set an example for other late comers.
3. Dress Appropriately – While getting dressed for office, look at yourself in the mirror and ask yourself if you can go to a party in these clothes after work. If your answer is NO, then rest assured that you are dressed appropriately for work. Always remember to abide by the professional office dress code.
4. Stay Away From Gossip – Most of us believe that it is okay to gossip about each and every colleague in the office. However, remember that there is no place for gossip mongers in a professional work environment. Even if you are habituated, refrain from gossiping.
5. Respect One Another – Learn to respect your seniors and colleagues. Your good behavior can take you a long way.

6. Do not disturb others – You must have team spirit if you want to be successful in your work. Avoid speaking loudly, speaking out of turn or talking too much. If you want to be heard, you must be ready to let others speak as well. Conduct yourself appropriately in your workplace and win appreciation from colleagues and seniors.

Strong work ethics

- Dedication
- Commitment
- Effort
- Loyalty
- Self-discipline
- Attendance and Punctuality
- Cooperation
- Respect
- Responsibility
- Emotional intelligence

The 10 Most Important Personality Traits for Career Success

Personality traits are distinguishing qualities or characteristics that are the embodiment of an individual's. They are your habitual patterns of behavior, temperament and emotion.

Skills, on the other hand, are the learned capacity to carry out specific tasks. They are competences or the talents to do things. These proficiencies can include critical thinking, manual, negotiation, outdoor, presentation, or technological. Typically, skills are special abilities that are acquired through training and experience.

The building block of successful career development is comprised of four components: skills, values, interests and personality traits. I have been a practicing career counselor for a long-time, and I have found an abundance of personality traits that are characteristic of successful people. However, the following is my top 10 list. Successful people tend to be/have:

1. **Attitude** – The capacity to stay optimistic and positive. The #1 quality for career success is “Championship Thinking.”
2. **Enthusiastic** – The possession of intense and eager interest in a subject or cause. It is an energy that often inspires others.
3. **Ethical** – The quality of having and living by a code of sound moral principles.
4. **Goal Focused** – The ability to have clarity on the objectives that you strive for in your personal and professional life.
5. **Listener** – The capacity to suspend your own agenda and deliberately and empathically allow others to be heard.
6. **Networked** – A well developed circle of influence of interconnected positive relationships.

7. **Persistent** – The ability to endure in the face of adversity. It is a patient and relenting effort to achieve despite difficulties.
8. **Self-Aware** – The understanding and knowledge of who you are including your skills, values, interests, behaviors and character.
9. **Self-Confident** – The firm belief in your abilities. Seek professional help if this is an area of weakness – it will be worth it.
10. **Self-Discipline** – The ability to control and restrain impulses. Energy then can be focused and channeled toward your ambitions.

It is impossible to limit the list to just 10, and so here are 25 more that represent second tier:

1. Adaptive
2. Analytical Mind
3. Articulate
4. Balanced
5. Collaborative
6. Committed
7. Courageous
8. Creative
9. Decisive
10. Detail-Oriented
11. Emotionally Competent
12. Friendly
13. Hard Working
14. Humorous
15. Intelligent
16. Organized
17. Prepared
18. Productive
19. Relationship-Oriented
20. Responsible
21. Sincere
22. Self-Sacrificing
23. Trustworthy
24. Visionary
25. Wise

Module No. 05

Module Title: Problem solving and decision making

Importance of the Module:

Employers say they need a work force fully equipped with soft skills beyond the basics of reading, writing and arithmetic. These include critical thinking, problem solving and decision making. Why is it important to learn problem-solving skills? We all have to make decisions. Whether you're a trainee, employee, employer or entrepreneur, may be you simply wanted to secure your job.

problem solving skills helps you to work more efficiently with co-workers, customers, partners and vendors.

Conflict can happen when different views or opinions come to light. When conflict occurs the idea is not to try to prevent disagreements, rather to resolve and manage conflicts effectively. When individuals or teams are able to use appropriate resolution tools to address an issue, they are able keep their differences from escalating into problems.

Content

Ref. no	Topic	Appropriate module/task no. in the technical curriculum (To be filled by the Instructor)
1.	Problem solving techniques <ul style="list-style-type: none">• 5 steps in problem solving<ul style="list-style-type: none">○ Identify and Define the problem○ Gather data about the problem○ Evaluate and look at the possible solutions○ Implement best solution○ Review – look at the results	
2.	Conflict handling	
3.	Negotiation	
4.	Decision making	
5.	Win-win and collaboration	

Mode of delivery:

This module will be delivered throughout the course as supporting document for soft skills delivery and to be used along with the technical curriculum modules/tasks.

Instructor should give a worksheet for problem solving skills request students to fill and submit the worksheet.

After the each activity teacher has to give feedback based in above topics.

Activities

- Apply Problem Based Learning(PBL) mode for selected technical scenario at least once in a month
- Apply problem solving steps for late coming students
- Request students to solve other institutional problems using the 5 step model (Ex. Student conflict , environment issues etc,)

Teacher has to give feedback and maintain students performance record

Assessment guide:

When a task is assessed in technical curriculum consider the performance of the soft skill too. During the formative assessment instructor has to give feedback and maintain students performance record

Reference material/Supporting resources.

Problem solving

Problem solving does not just require analytical, creative and critical skills, but a particular mindset: those who can approach a problem with a cool and level head will often reach a solution more efficiently than those who cannot. This is a soft skill which can often rely on strong **teamwork** too. Problems need not always be solved alone. The ability to know who can help you reach a solution, and how they can do it, can be a great advantage

What are problem-solving skills and why are they important?

Problem solving is a universal job skill that applies to any position and every industry. While everyone is tasked with some form of problem-solving in their workplace, not all employees are good at it.

Understanding the critical components involved in problem-solving will help you improve this skill set and demonstrate your expertise to employers. Strong problem solvers are a valuable addition to any team.

The Four Stages of Problem-Solving

You can use many different approaches to problem-solving, but you'll typically work through four distinct stages no matter what route you take. Understanding each step of the process will help you hone your problem skills to better serve you along your journey toward a smart, workable solution.

- **Define the Problem:**

Identify the issue that you're dealing with. Observe the problem area closely to form a detailed image of what's wrong. Analyze employee behavior, workplace policies, and operating procedures. Keep your focus on the problem at this point, and resist the support to define the problem in terms of a solution. For example, "We need to provide training to the plumbers" speaks to the solution more than the problem. "Plumbers' performances are inconsistent" better defines the issue.

- **Brainstorm Alternatives:**

This is one of the most important stages of problem-solving. It requires a careful balance of **creativity** and **logical thinking**. Compare all possible alternatives. Analyze the money, time, staff, and resources necessary for each approach as well as the return that you can expect from various strategies.

- **Choose the Best Strategy:**

Strong **decision-making** is essential at this stage. After carefully considering all your options, you must select the best strategy for your problem and stick with your choice. Employees who waver or struggle to commit to a single plan don't make good problem solvers because they get stuck at this essential point in the process.

- **Implement Your Solution:**

Implementation is the critical peak of the problem-solving process. This is where you draw up an action plan, share it with the appropriate personnel, and follow through with your chosen approach.

Essential Skills for Successful Problem-Solving

Problem-solving may seem straight forward at first glance, but there are many employees who stumble over one or more of the critical steps, failing to successfully resolve workplace issues. Successful problem-solving requires several important skills that will help you proceed efficiently from identification to implementation.

"You can never solve a problem on the level on which it was created." — Albert Einstein

In the early stages of problem-solving, you need to have strong **observational skills**. Rather than accepting issues at face value, you need to demonstrate **lateral thinking** and **analytical abilities**. These will help you properly assess what's going on and pinpoint the core cause of the issue.

As you explore potential solutions to the issue, you must demonstrate **persistence**. Finding the right approach to the issue won't come easily. **Innovative thinking** will serve you well. Employees who know how to utilize their creative thinking facilities will excel in the second and third stages of problem-solving, as they're able to come up with approaches that others have overlooked.

Implementing your solution requires its own skill set. This typically requires a careful balance of **teamwork** and **leadership**. You'll need to demonstrate **resilience** to withstand inevitable pushback from co-workers who resist change. Both **communication** and **negotiation** are important at this point. Once you've implemented your solution, you'll need to utilize **critical thinking** and **attention to detail** as you assess the results and twist your strategy as needed to make sure the problem is successfully resolved.

Improving Problem-Solving Skills

Problem-solving skills are important in every industry. There's no business that's immune to the regular onslaught of problems. Business managers and office managers may find that nearly every aspect of their daily routine centers around some type of problem-solving. When you're in a management position, one of the most important things you do is simply handle the day-to-day issues that arise for your employees.

Improving your problem-solving skills will give you a distinct edge both in a management job and in other positions within your company. You can hone your problem-solving skills by:

- Practicing brainstorming activities such as mind mapping
- Approaching everyday issues with a "what if" mentality, regularly testing new approaches
- Keeping an idea journal where you jot down all your ideas, no matter how out-of-the-box
- Working through logic puzzles and games like Sudoku
- Following industry publications covering the latest software and strategies for common issues

Problem-solving skills are as varied as the issues they're applied to. However, all the best problem solvers utilize the same basic approach to identifying and solving problems, incorporating the skills mentioned here to leverage successful results.

Conflict Management Techniques

Conflict situations are an important aspect of the workplace. A conflict is a situation when the interests, needs, goals or values of involved parties interfere with one another. A conflict is a common phenomenon in

the workplace. Different stakeholders may have different priorities; conflicts may involve team members, departments, projects, organization and client, boss and subordinate, organization needs vs. personal needs. Often, a conflict is a result of perception. Is conflict a bad thing? Not necessarily. Often, a conflict presents opportunities for improvement. Therefore, it is important to understand (and apply) various conflict resolution techniques.

Forcing (Also known as *competing*)

An individual firmly pursues his or her own concerns despite the resistance of the other person. This may involve pushing one viewpoint at the expense of another or maintaining firm resistance to another person's actions.

Examples of when *forcing* may be appropriate

- In certain situations when all other, less forceful methods, don't work or are ineffective
- When you need to stand up for your own rights, resist aggression and pressure
- When a quick resolution is required and using force is justified (e.g. in a life-threatening situation, to stop an aggression)
- As a last resort to resolve a long-lasting conflict

Possible advantages of *forcing*:

- May provide a quick resolution to a conflict
- Increases self-esteem and draws respect when firm resistance or actions were a response to an aggression or hostility

Some caveat of *forcing*:

- May negatively affect your relationship with the opponent in the long run
- May cause the opponent to react in the same way, even if the opponent did not intend to be forceful originally
- Cannot take advantage of the strong sides of the other side's position
- Taking this approach may require a lot of energy and be exhausting to some individuals

Win-Win (Collaborating)

(Also known as *problem confronting* or *problem solving*)

Collaboration involves an attempt to work with the other person to find a win-win solution to the problem in hand - the one that most satisfies the concerns of both parties. The win-win approach sees conflict resolution as an opportunity to come to a mutually beneficial result. It includes identifying the underlying concerns of the opponents and finding an alternative which meets each party's concerns.

Examples of when *collaborating* may be appropriate:

- When consensus and commitment of other parties is important
- In a collaborative environment
- When it is required to address the interests of multiple stakeholders
- When a high level of trust is present
- When a long-term relationship is important
- When you need to work through hard feelings, animosity, etc.
- When you don't want to have full responsibility

Possible advantages of *collaborating*:

- Leads to solving the actual problem
- Leads to a win-win outcome
- Reinforces mutual trust and respect
- Builds a foundation for effective collaboration in the future
- Shared responsibility of the outcome
- You earn the reputation of a good negotiator
- For parties involved, the outcome of the conflict resolution is less stressful (however, the process of finding and establishing a win-win solution may be very involving – see the caveats below)

Some limitations (challenges) of *collaborating*:

- Requires a commitment from all parties to look for a mutually acceptable solution
- May require more effort and more time than some other methods. A win-win solution may not be evident
- For the same reason, collaborating may not be practical when timing is crucial and a quick solution or fast response is required
- Once one or more parties lose their trust in an opponent, the relationship falls back to other methods of conflict resolution. Therefore, all involved parties must continue collaborative efforts to maintain a collaborative relationship

Compromising

Compromising looks for an expedient and mutually acceptable solution which partially satisfies both parties.

Examples of when *compromising* may be appropriate:

- When the goals are moderately important and not worth the use of more assertive or more involving approaches, such as forcing or collaborating
- To reach temporary settlement on complex issues
- To reach expedient solutions on important issues
- As a first step when the involved parties do not know each other well or haven't yet developed a high level of mutual trust
- When collaboration or forcing do not work

Possible advantages of *compromise*:

- Faster issue resolution. Compromising may be more practical when time is a factor
- Can provide a temporary solution while still looking for a win-win solution
- Lowers the levels of tension and stress resulting from the conflict

Some limitations (challenges) of using *compromise*:

- May result in a situation when both parties are not satisfied with the outcome (a lose-lose situation)
- Does not contribute to building trust in the long run
- May require close monitoring and control to ensure the agreements are met

Withdrawing

Also known as *avoiding*, this is when a person does not pursue her/his own concerns or those of the opponent. He/she does not address the conflict, sidesteps, postpones or simply withdraws.

Examples of when *withdrawing* may be appropriate:

- When the issue is trivial and not worth the effort
- When more important issues are pressing, and you don't have time to deal with it

- In situations where postponing the response is beneficial to you, for example -
- When it is not the right time or place to confront the issue
- When you need time to think and collect information before you act (e.g. if you are unprepared or taken by surprise)
- When you see no chance of getting your concerns met or you would have to put forth unreasonable efforts
- When you would have to deal with hostility
- When you are unable to handle the conflict (e.g. if you are too emotionally involved or others can handle it better)

Possible advantages of *withdrawing*:

- In some cases smoothing will help to protect more important interests while giving up on some less important ones
- Gives an opportunity to reassess the situation from a different angle
- When the opponent is forcing / attempts aggression, you may choose to withdraw and postpone your response until you are in a more favorable circumstance for you to push back
- Withdrawing is a low stress approach when the conflict is short
- Gives the ability/time to focus on more important or more urgent issues instead
- Gives you time to better prepare and collect information before you act

Some limitations (challenges) of *withdrawing*:

- May lead to weakening or losing your position; not acting may be interpreted as an agreement. Using withdrawing strategies without negatively affecting your own position requires certain skill and experience
- When multiple parties are involved, withdrawing may negatively affect your relationship with a party that expects your action

Smoothing

Also known as *accommodating*, Smoothing is accommodating the concerns of other people first of all, rather than one's own concerns.

Examples of when *smoothing* may be appropriate:

- When it is important to provide a temporary relief from the conflict or buy time until you are in a better position to respond/push back
- When the issue is not as important to you as it is to the other person
- When you accept that you are wrong
- When you have no choice or when continued competition would be detrimental

Possible advantages of *smoothing*:

Some caveats of *smoothing*:

- There is a risk to be abused, i.e. the opponent may constantly try to take advantage of your tendency toward smoothing/accommodating. Therefore it is important to keep the right balance and this requires some skill.
- May negatively affect your confidence in your ability to respond to an aggressive opponent
- It makes it more difficult to transition to a win-win solution in the future
- Some of your supporters may not like your smoothing response and be turned off