

**Soft Skills for Business Negotiations and Marketing Strategies**  
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**Lecture – 09**  
**Discussion of soft Skill (Personal Skill) (Conrtd.)**

Good morning friends. I am discussing on this various items of personal skills. So far I have discussed up to recognition which is very essential each one of us really enjoy it, appreciate it, like it and we work further, if you have really recognized for our services that we do. Now, today I will discuss about many more points.

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**Personal Skills**

- Retrieval
- Reliability
- Research Skill
- Resilience
- Responsibility
- Sceptic
- Selective
- Self-Awareness
- Self-Assessment
- Self-Composure
- Self-Confidence
- Self-Criticism
- Sense of Humor
- Social Skill
- Speculat
- Steading

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The slide features a portrait of Prof. Uttam Kumar Banerjee on the right side. The background is white with a blue footer containing the IIT Kharagpur and NPTEL logos.

What is retrieval? You remember I have talked about photo memory, when you have a photo memory you have stored it in your mind about some facts some figures, some situations, some contexts, some persons, some faces, now what is very essential for a businesses if you could have a good retrieval skill. Quite often what happens is it happens to me happens to you happens to everybody. I have heard I talked to let us say I met this person somewhere I do not know where I think I have seen this person you know basically it is a poor retrieval. Poor retrieval because retrieval is something that if you are looking at somebody, if you have seen somebody and immediately you retrieve that this person I have met somewhere, this is a location where I have met this was a context for at which we discussed these are the issues we have shared and then go further

go forward and re meet him; that means, you have met him before now you say hi, how are you and I am so and so if you remember that we have met in that particular meeting or that conference or may be on a restaurant or may be on the road and further go further.

Retrieval is one that I am talking about the recognition means face recognition retrieval or the photo memory oriented retrieval, but here the retrieval is also many more. Retrieval of your knowledge quite often I found in the interview somebody out of nervousness could not retrieve exactly what he has learnt. In the examination you must have faced it you have memorized everything last night, but when you saw the question and you just simply could not retrieve exactly what was appropriate for that answer. So, retrieval skill is personal, very much personal.

You know there are many practices of retrieval I remember in my school days there was a game very interesting game, the game was that in a sack a small sack there will be 5 items kept and all of us are competing. They will take out one by one they will take out one item show everybody keep it for 10 seconds because 10 seconds is the time that we do require for recognizing anything that is why you will find that any text that comes if it is a dynamic text in your TV then that text before disappearing must be therefore, at least 10 seconds at least. If it is not then what happens is you simply do not register because our mind takes 10 seconds to you know transfer this information through our eyes to the mind.

And then store it. So, they will keep it for 10 seconds this some will this is a pencil then again put it here, this is eraser put it here and some something different kind of items. So, about 10 items they use to bring out one by one and all of us use to watch and store in our mind in terms of photo memory or in terms of other memory. Then we were asked to say what are the items they have shown us. The person who could answer all 10 he has a fantastic retrieval power, but many of us are different possible time either some for some competitions we have won and in many cases I could not retrieved exactly what I saw as a tenth item it is not necessary that you have to retrieve in sequence, but retrieving what you saw. So, what happens is you stored it in a memory and then retrieve it in business retrieval is very important retrieval is something like this in business.

Suppose you have gone for sales for of a product and then the person asks you that which are the clients you served and you have supplied this product. Then if you say sir I will

go back to my office I will send you the client list then you are differing your links or leads. If you say I have you know we have served these these these clients we have provided to these these these companies basically how could you say because you could not retrieve immediately, some time what happens is you cannot retrieve then you note it down on a small note book I have a have it of writing down a small note book it is not because I do not trust my memory only thing is I do it essentially to ensure that I do not do not lose the information. So, retrieval either from the written stock or from your memory and if you do retrieve from your memory then it gives you more edge over others who are taking the diary out and to read out what he has wrote written down that is also retrieval.

So, important reliability is how reliable you are as a person that is your personal skill how reliable you are you have been assigned a project you have been assign a task you have been assigned a responsibility, how reliable you are that you are going to deliver reliable with reliance you know likes I can rely on you that what you are delivering is right. An example I have asked you to write a report 10 pages report which should be reflecting all the facts and figures of our company highlighting all positives and hiding the negatives they we always some negatives, but in suppressing all those negatives. And you get me the report just 2 hours before my meeting and I have no chance that I will be scrutinizing it getting rectified and all that. But you give me the report I take it on a face value the, I have assigned him this job he has done the job exactly as I have instructed. So, I am just taking the report and go to the client.

It simply indicates that if I am blindly taking it and going to the client then you are most reliable to me on this action. This reliability of yourself has to be demonstrated you cannot say sir I am reliable you can rely on me, you give me the responsibility I will do it exactly what you want. You say a 1000 times, but I would say you say 1000 times, but you have to demonstrate that you are reliable reliability is demonstrated to your delivery. This is going to play a major role in when you are being assigned positions why do you think that different people they grow and they are promoted when there are 10 people what promoting only one person gets promoted. Why the rest of the 9 have been kept in abeyance not being promoted there are many such small small small such things which helps.

So, if you think that retrieval and reliability all these you need to practice reliability is intrinsic you know you learnt you are, you inherit through it the system of education from your parents from your relatives from your you know families. Reliability is not that somebody has to say that let me teach you how to be reliable reliability comes within and in case you find found that because of the consequences or situations you could not be really reliable then change yourself, make yourself reliable. Once you have not been reliable does not mean that he cannot be so change it. Research skill is something which is basically you are you know your skill of digging into the insides of the things researching on anything you know in sales researching on clients researching on the business researching on the competitors. They are important they are equal important compare to researching on the techniques researching on the products researching on the technology.

So, research skill is intrinsic again, but the thing is it can be hold, it can be nurtured, it can be cultured, it can be injected reach everybody who is a research successful researcher does not mean that they were born researchers it is just a situation which have compile them to become researcher or they have motivated them to be researcher. So, for sales business and all this things I would say that research well. You remember that preparation I talked about; that means, the background preparation back background preparation is you know first arranging the man power, arranging the funding, arranging the data and then researching, researching on the clients researching on the person whom you are going to meet researching on the other persons who are likely to be in the meeting researching on what was your motivation to give you the project, why have they called you research it why they have tendered it, why did they call you if you say selected tender why if they have selected only two three such kind of people why you have been called a research on everything.

So, researching is not academic. People say research is academic no I consider research is equally strongly important in the business in the profession. Resilience is how much you can take the shock, in business everyday you are subjected to shock, everyday you are subjected to refusal. When I will talk about sales in the business in a negotiation and marketing strategies when I will talk about the sales I will talk about this resilience more, how can you make yourself more resilient and here I think yes one needs to learn and resilience is demonstrated when you are facing a force. That means, how much shock

you can absorb, how much you are you collapse or you come to the situations you know resilience can be also trained all those motivating gurus or the persons who are giving motivational lectures basically what they are teaching you is to become resilient because the whole sky is not going to fall in your head if you did not get a project, if you did not get a deal, if you did not get a sale.

I have seen many of such people if they are refused a sale or a contract they really become emotionally broken down. Emotionally breakdown has no scope if you are in the business, you try for 10 projects you try for 10 doors tap on 10 doors to sell your products you know products door to door you might get all 10 refusal does that mean that you are going to close your shop you are going to down your shutter, no.

Basically the resilient power that you have intrinsically which is going to now going to tell you 10 do not worry. Let us go for 11th one. How to go ahead with that? How should you take your whole approach change your approach all this will depend on little more research why did you lose 10, why did you lose 10, projects what is the thing that you are missing, can you supplement it with all other associations or all other inputs and then basically then now you are moving to the 11th project venture. And that shows that you are resilient and now you are going for 11th venture and when you are going you are going with the full energy. Responsibility is, reliability is one responsibility is another; that means, you are responsible you take the onus object resilience your reliability is whether you can be relied on the kind of responsibility given to you.

And the responsibility is like say whether you are going to do it with full onus anything that you do if you are assigned or even if you are taken the lead yourself not signed you have self assigned then also responsibility matters. So, the responsibility of the company it varies from different levels, level to level the responsibility varies and the responsibilities are quite often you know worked out in the working manual of the company it is done.

In the business the working manual should very clearly stated what is responsibility of each individual positions that does not mean that limited to that, that is not mean it depends on the policy or the ideology of that company how they want to work. Sometimes some companies their responsibilities so very compartmentalized that

anything goes beyond that we simply say no I am not responsible for that I will not do that, but in corporate in private businesses in government it is very easy to say that.

In government job you can always say I am not suppose to do this. So, it is not within my domain. So, I surrender since it is a very strong protocol you know public service protocol then may be that you cannot be asked to do it, but in private this responsibility you know sometimes overflows. Responsibility is you take the onus, you take the burden, you take the credit, you take the blames that is the responsibility.

Sceptic, very negative term scepticism I think I should tell you a little more about this skepticism. We consider scepticism has very negative you as a person meeting somebody for the first time you start with scepticism scepticism means trying to know whether the person is right whether you should talk to him whether you should open up to him should you become a friend of him or does he have any other hidden agenda that why he is meeting you many such things come in your mind you know and all these task holding you back.

It is something like you know in the cartoons you must have seen that there is a good soul that is a you know there is an angel and there is a devil. The angel wants to do something and the devil says do not do it. You remember that tom and jerry cartoon you will find that angel is saying do it and the devil saying do not do it and devil is saying do not do it because devil is always fill with scepticism whether it is good or bad. I personally feel scepticism is not bad, but scepticism should not be expressed. Keep scepticism because that is the defense mechanism that you have. If you are sceptic then you are cautions and if you are cautions then your moves are calculated. If your moves are calculated then you know exactly what is to be done, what is to be said, what not to be said because scepticism is helping you. So, scepticism as a defense mechanism is very good, but for God sake scepticism should not be visible, should not be expressed, should not be express it.

People should not understand that internally you are working with your scepticism defense mechanism; that means, you are screening all things like if you are dealing with me I am talking to you and you are internally working with your scepticism mechanism kept as a buffer. Anything that I am saying you are judging you are judging that am I right am I saying the right thing, am I flattering you, am I telling you the truth, am I

telling you the truth. So, scepticism in business is one of the very good things only cautioning is for God's sake never be explicit about it never express never let people know opposite to you, sitting opposite to you that you are working with a scepticism mechanism. All of us always work with scepticism as a safety buffer or defense buffer.

Let me put another note of cautioning if ever your scepticism is reflected through your verbal, verbal team you know or if it is reflected to your expression, however you have a better relation later your scepticism is always registered in the person's mind that this person started with scepticism. So, nobody wants to you know befriend somebody with scepticism as the beginning. So, scepticism is good, but internally work it out. It is tough I will tell you, it is tough it comes out if your sceptic you always say an example. Suppose somebody tells you can you give me a hand means help me your scepticism promise you to ask a question why should I help you this is what is scepticism why this question why should I help you, you are being sceptic that he is asking for your help for some benefit of him. If you add one more sentence in the question why should I help you what do I get out of it; that means, now you are expecting you would be ready to help, but you want something in return, its skepticism.

I would say start with this if somebody says can you give me your hand you will say certainly I will give you hand, but you are working with the internally scepticism mechanism, certainly I will give you hand if you could kindly tell me that what is the gain that I will also have I know that if I give you help you will get you will gain, but the thing is can you also share with me the facts that what would be my gain. So, basically is the same thing, same thing in two cases in one cases your scepticism was explicit to him and another case is scepticism is not understood, but internally you are there.

Next selective, being selective is the matter of choice depending on context whether you should be selected. If you start becoming you know a slave of selectiveness then I will tell you that your whole world is going to shut down in future. Do not try to be selective at every point of time. My suggestion is first you try to open up, measure, judge and then become selective. Here you have to really work internally very hard what kind of work is this.

You start meeting people and then you start analyzing people, analyzing situations, analyzing his gain, analyzing your gain. And then you selectively meet some people and

continue with such associations of you have met many people, but you have selectively chosen some people to continue with others you have just said hi, hello, good bye, that is all. Imagine a situation that in conference when there are 100 delegates and you are meeting all 100 does not matter you have met everybody. Are you going to continue with your relationship or condense or your (Refer Time: 19:32) you know interaction with all 100, it will be really unwise, really unwise, because all 100 may not be beneficial to you neither it will be beneficial to them.

So, in such cases what happens is you met everybody because if you do not meet everybody then you do not know each person who could be really potential for your future association. Then what you do is you make a selection you make a selection that out of these, these are the persons I am going to attract with it can go to that domain you know. Suppose there are 5 person came from the same company in the conference and you have met and there that those 5 is a component of subset of the 100. Now those 5 persons whom you are meeting you can now be very selective about after that 5 which one you are going to contact in future not necessary that all 5 just because they belong to one company and you want to have a business association with that company and you are going to have you know connection with all 5 no, that is also not very wise.

You will interact more and this selection process is not one short. This selection process is not one short this selection process does not happen instantly, it has to be backed with lot of analysis, lot of research, lot of background study, background research on the person on the company, your benefits, their benefits, your losses implications, all those things through which you know may be few steps you will go with all those 5. But while the time you have research more you will be discarding many and become selective about only two or may be one. That is not mean that you will be selectively you know interactive only with the top most bosses not necessary. It may so happen that you have met the top boss along with the four other different heads in a conference and selectively you would refer to keep contact with one person who is not the chairman or the big boss. Because you may not get opportunity to interact with chairman every time, but you are interaction or connectivity with the one of the heads is very vital that is how you should always plan for. So, selectiveness does not mean that you are rejecting others selectiveness is basically you are short listing some whom you are going to interact with more for business.



Self awareness is again very intrinsic you be aware of yourself when you are thinking about personality your develop your own personality at that point of time you are now arranging yourself you are analyzing yourself. You know there will be may be it will come the self critic I talk about how you would be aware of what you are one is by your qualification, you know that what is your level of qualification and you know that compare to others where do you stand qualification wise. Qualification is same but institution wise.

If you are from one of the leading institution of the country then you should be aware that you have a big role to play that wherever you are going you are talking you are saying something you are giving some delivery you are basically representing your qualification earn from that leading institution. So, be aware of that. If you are a product of a very leading institution you cannot talk like a very poor person cannot. So, self awareness is important. As I said for your qualification similarly your family background, similarly your work experience, similarly your positions in your own company, similarly in your position amongst the other companies you know you should be self aware. I always feel that self awareness essence you always do it possible once in a month.

It is not a big exercise you have to check over the last one month whom you have met what have you said what did you manifest, what did you work on, have you gain something, have you loss something, have you been richer not in terms of money in terms of knowledge, in terms of man power, in terms of networking; that means, you are now becoming self aware and when you are checking this they can be a good self awareness checklist also. Let me see if I can give you sometime later a checklist for this. You know basically self awareness checklist is a big, big problem means nobody is interested to listen to the negatives of himself or herself nobody. Everybody thinks what I am doing is right in the self awareness if you are honestly checking. You know a something like take your mind out of your body look at your body and your overall performance and then you tick what is your all other attributes and this self awareness check if you do very very diligently and honestly then you have a chance of improvement.

Self awareness this outcome whom you are giving it to for review yourself; that means, you are setting yourself through a very strong mechanism an a format and against each of

many of these attributes and now you are trying to see where do you belong. Check yourself, if it has gone to the lower score then improve on which are the score which are the attributes you are weak. And if you have seen that many of the attributes you have very strong you can make it stronger or retain where you want to retain because it may not be very easy to go stringer than that. So, self awareness is you have self assessment you are aware of yourself.

Analyzing individually and then when you going in public you are now aware and manifesting accordingly this is self assessment. So, self awareness will be now governed by self assessment that is what you do you asses yourself which I just elaborated self composure is I talk about the personality self composure is individually how you how you stand in public. See standing in front of the mirror many people try many people try to improve themselves standing in front of a full length mirror. In many of the hotels big hotels you will find there is a full size tall mirror not very wide, but it shows you fully. Just before leaving the hotel for business any meetings we just look at the mirror yourself and see how you look and then immediately a kind of you know a energy comes into you and you compose yourself, composing yourself means you set yourself if you find that your tie is not correct you do it correctly, if your find your suite is not right you do it correctly, if you find that something is gone wrong here you correct them. If you find your hair is not right you correct it basically self composure is you are composing yourself before you are leaving for meeting or something.

You know I always prefer many companies do that you know in the reception they put a mirror in the lift lobby they put a mirror. As an architect I always prefer I always suggest you know if you are going to the public building then if there is a mirror in front of the lift close to the lift, when you are waiting at the lift lobby waiting for the lift to come you just look at the mirror and see what is gone wrong when you are on travel. In the hotel you were fine you compose yourself, but by the time you have come by other personal vehicle or private vehicle, now you see that something gone wrong the dress got crumbled, tie got dislodged, the suit is not properly in position, the hair has been slightly loose. When you check this self composure that is a self composure you do immediately there and if necessary you will go to the wash room set yourself and that is why in the near the lobby the wash room in a company in a any of the business house works very well.

These how do you compose yourself what you should do step by step it will come in my third weeks lecture and there whether there I will be elaborating on interviews and group discussions. And most essential for students who are going to go in future for jobs and other things I hope it will be very useful, but the interviews and group discussions will be equally valid and meaningful for those who are going for business negotiations and discussions. Wait for the third week for that there many of this I will again come back and elaborate more may be slight you know you know I would say animated demonstration all right.

Self confidence is something which is again intrinsic but self confidence sometime you lose we lose when you are facing negatives. So, what we do is the self confidence has been inculcated it has to be pushed into it you. So, self confidence individually you may have, but always try to see if somebody else could give you more confidence. Try, no problem your friend, your spouse, your children, sometimes your colleagues, your boss gives you a confidence. Confidence in you which builds up yourself confidence, but if you do not have the self confidence I can tell you when you are going for public interaction your you might falter, you might make mistakes you might use words which you are not suppose to you might not get a good deal. So, self confidence is something which you know you can even get by meditating. Again details will come later.

Self criticism is as I said self awareness. I was talking about it nobody wants to be the critic of himself or herself my suggestion is be the self critic be the self critic whom you are criticizing yourself, why, for improvement to find out negatives in you. And if it is very difficult to remove those negatives then be very sure that those negatives will erupt and it will come out in public and those negatives is going to make you lose on various grounds. So, self criticism is important. You criticize yourself. Even if you guided by your ego or super ego is not ready to self criticize in public if you have made a mistake, but still I will say go back to your room sit quietly think what you have done wrong criticize yourself rectify yourself.

Sense of humor is something which not everybody is endorsed with that skill. I have seen people who is very humorous, yet very very composed humorous as well as composed. I am not talking about those stand up comedians. Stand up comedians have a good sense of humor and creative skill of creating humor. If you are sitting in the audience and laughing at that stand up comedy comedian for his demonstration or his

presentations then you have a sense of humor. That means, you can recognize humor and you enjoy and you laugh or you smile. Sense of humor is important because everybody wants a good personality to be in front and everybody needs to be having the sense of humor to you know get rid of many of the negatives which he or she may be going through.

This you, you do not have to really you know cut a joke everywhere, but the problem is of the sense of humor let me tell you the sense of humor is good, but if every sentence you start cracking jokes or cutting jokes or trying to generate humor I will tell you that is again counterproductive. So, these things will come in my negotiation lectures because I am introducing you to all those individual small small small small skills which are, which I am detailing it out in future courses in this particular modules. The point is you must have the sense of humor, if you do not have the sense of humor it is generic sometime. I have seen some people that as many very valid or you know very effective jokes you crack in front of him still the person looking very dumb. He will not smile, but mind it internally he may be smiling, but he thinks at by his position by virtue of his position he is not suppose to smile then he is losing his gravity.

I have seen such people he will look at you, will not smile, but will not smile in public, but I have seen the same person smiling in private so, but you must have this. Social skill is that how you have interpersonal interaction you know how can you meet people, how you are ready to meet people, how you ready to interact with people, social skills will come later.

Speculation is, do not confuse with skepticisms. Speculation is you are trying to understand that is what is could be the benefit of the losses you speculate any action that you going to take in your business venture or sales venture you have to speculate the whole thing this speculation is basically we always say that we speculated for finance. That if I have this much of money if I invest where I should invest and how much I should get as a return. I would say speculation is in every step of your life. Every step which subject you are going to study, which stream you are going to take, what you are likely to do after you have got the degree, which companies are you going to work with, what kind of salary you should be expecting, what is the level you are expecting to reach in future in the same company, if the same company does not allow you to reach that then where you are likely to go. This is what is speculation, you speculate.

And the steadiness, steadiness is you know as the word says that whatever is the situation you are strong you are strong and you are you know very composed and you are working. Do not collapse, do not circum. This collapse and circum I am not talking about the physical one. Basically what happens is steadiness which I am saying here basically I am trying to say the mental steadiness, physically nothing happens mentally you breakdown, mentally you circum, mentally you collapse, steadiness is that where you have to very very strongly remaining steady in the mind.

So, whole personal skills some more are likely to come whole personal skills are basically your mind preparation. Something for sports persons its physic, but for business person I will say physic is important you should look smart, you should look good you should whatever, but I can still tell you it is a total mind game. So, soft skill that you are going to have it is basically you cannot be a good business person, good negotiator, good salesman just become you know like say doing everyday gym and have very good health. No, you may be looking lanky panky, you may be looking very fat, you may be looking bald head, does not matter it is a mind that you are creating my suggestion is friends.

When you are developing your personal skills all this skills that I am talking about its all in the mind, most of them in the mind, your composure everything will definitely how tall you are how fat you are, what is a kind of you know good dresses you have, what kind of bag you are wearing, fine everything is fine. But I think it is only 5 percent, let me this 5 percent is also very approximate estimate only 5 percent. 95 percent of the whole game is in your mind be mentally steady, is that fine ok.

Thank you for today, then in the next module I will discuss little more on this. Enjoy it.