



**Leader's Guide for**  
**SAMPLE**

**Business Etiquette**

**CRM** *learning*

# Communication Intelligence Part 1. Business Etiquette

**Trainer's Manual**

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<b>CONTENTS</b>	<b>PAGE</b>
Foreword	3
Preparation	3
Synopsis	4
Course Structure & Running Time	5
Welcome & Introduction	6
Objectives & Agenda	6
Introductory Notes	7
Video & Discussion	14
Activity 1 – Behavior Discussion	15
Activity 2 – True or False	16
Activity 3 – Networking	17
Activity 4 – Improvement Plan	18
Summary & Debrief	19
Participant Handout Masters	20
Overhead Transparency Masters	25

## FOREWARD

This program is designed as a half-day group training session on intelligent communication protocol in the workplace.

Just as the organizations that use this program are wide and varied, so are the desired outcomes of the participants attending. As a result, we have tried to make *Communication Intelligence- Business Etiquette* as generic and flexible as possible.

This manual will provide you with background notes along with practical activities and suggested running times. Feel free to add to or adapt the structure of this training session to suit your needs.

You do not need to complete all exercises provided unless they suit the specific requirements of your organization. Of course, the time schedule we have provided is only a guide. The time spent on each activity is entirely dependant on the objectives of the trainer/facilitator and the progression rate of participants.

## PREPARATION

In order to maximize the benefits of this training session, we recommend that the trainers/facilitators familiarize themselves with the topic at hand. You should be comfortable with the material in both this manual and the video.

You have been supplied with master copies of overhead transparencies and participant handouts. Make sure that sufficient copies of each have been prepared prior to the training session.

In the training room you will need the following: -

- Overhead projector or computer projection system
- Monitor and VCR player
- A whiteboard with markers and eraser
- Note paper and pens or pencils for participants

**SYNOPSIS**

Communication Intelligence – Business Etiquette

Greg is the president of a prestigious museum. Peta is an experienced marketing administrator who has been interviewed for a position at the museum. Greg thinks she is great and is excited about her joining the team. There is only one thing left to complete the negotiations. Peta wants to spend a day at the museum getting to know the people who work there.

Jeremy, Lauren and Warren are dedicated curators who willingly accept the task of giving Peta a guided tour of their work environment.

When Greg calls Peta the following day, she declines the position. What went wrong?

They meet in Greg's office for a serious debrief on how Peta's day at the museum progressed. Our video follows their experiences and gives each and every one of them a second chance to correct the behavior that led to Peta's decision.

Once the team learns a few important tips on business etiquette, their guided tour of the museum is a huge success. Maybe Peta will have a different answer for Greg when he calls her the second time.

**Featuring**

Robert McPherson as Greg  
Rakendra Moore as Peta  
Merri Contina as Lauren  
Vinnie Monaco as Warren  
Robert Diaz as Jeremy

**COURSE STRUCTURE AND RUNNING TIME**

This course has been designed to run as a half-day training session. If you do all of the course work within the allocated running time, your training session should run for approximately 3 hours and 55 minutes.

<b>COURSE WORK</b>	<b>RUNNING TIME</b>
Welcome & Introduction	15 minutes
Objectives & Agenda	10 minutes
Introduction	35 minutes
Video & Discussion	50 minutes
Activity 1 – Behavior Discussion	20 minutes
Activity 2 – True and False	10 minutes
Activity 3 – Networking	20 minutes
Break	20 minutes
Activity 4 – Improvement Plan	20 minutes
Summary & Debrief	35 minutes

**PART 1**

**WELCOME AND INTRODUCTION**

15 minutes

- Welcome all participants to the *Communication Intelligence – Business Etiquette* training session.
- Introduce yourself and tell the group something about your training background.
- Explain how the training session is to be structured, how long it will run for, when the video will be shown, when breaks will be taken, what refreshments are available and where the phone and rest rooms are located.

**OBJECTIVES AND AGENDA**

10 minutes

Discuss the objectives and agenda of this training course with the group.

**OHT # 1**

After completing the training session on *Communication Intelligence – Business Etiquette*, participants will understand the following: -

- The importance of introductions
- The value of being interested in other people
- The value of being considerate of other people's feelings
- The necessity to give and receive compliments graciously
- The need to own up when you've done something wrong
- How to make and receive apologies
- How to keep a conversation flowing
- The importance of basic table manners and social niceties
- Some basic email etiquette

**INTRODUCTION**

35 minutes

- Using your own research and the brief notes provided below, give participants an overview of why business etiquette is so important.
- Invite questions and discussion from the group as you go.

For some time now we've been hearing about the importance of emotional intelligence – the ability to make our working relationships grow and develop to their full potential. We all want to build solid relationships based on mutual respect and trust. Whether these relationships are with customers, co-workers, family or friends a good working knowledge of social skills and etiquette will help you gain an edge in life itself.

This course will give you a wealth of practical skills to achieve that goal. Some of these skills we might already know and use religiously in our "day to day" life. Some of them we might already know, but often in the heat of the moment we simply forget them. Others will be a revelation and we will marvel at how a simple word or action can make a difference to our communication with others. If we consciously strive to put these skills into constant practice we will be amazed at the difference it makes in the way we are valued and accepted in society. Like it or not, our behavior is a reflection of our personality and our behavior is the means by which other people judge us.

**OHT # 2**

Our behavior is a reflection of our personality and our behavior is the means by which other people judge us.

**OHT # 3**

At the heart of business etiquette lies an underlying respect for other people and their rights.

**OHT # 4**

Well-honed etiquette skills are those which show sensitivity to other people, put them at ease, make them feel welcome and valued as human beings.

At the heart of business etiquette lies an underlying respect for other people and their rights. Well-honed etiquette skills are those which show sensitivity to other people, put them at ease, make them feel welcome and valued as a human beings.

Let's start at the beginning. You only get one chance at a first impression so the way you meet and greet people is vitally important.

OHT # 5

You only get one chance at a first impression.

OHT # 6

Be on time.

No one likes to be kept waiting. If you are late, it instantly sets up a feeling for the other person that you don't value their time. You are being disrespectful of them. Therefore the golden rule in all social interactions is to always be on time. If you're visiting someone's office for the first time, be absolutely sure of the location, check traffic and parking details and always leave enough time to compensate for unexpected or unscheduled delays like a vehicle breakdown. If you do discover that through no fault of your own you are going to be late, call ahead, apologize for keeping them waiting, tell your appointment what has caused the delay and when you can be expected.

OHT # 7

Introduce yourself.

Use an appropriate greeting.

Physically greet people with a handshake.

Use people's names.

Ok, so you've arrived on time or your guest is in the lobby – you then need to introduce yourself with the appropriate information, use the other person's name and offer an award winning handshake. "Hello I'm Cathy Beitz, I'm a producer with Our Bizniss Productions. You must be Sally Brown. I'm very pleased to meet you."

Research has shown that for almost every one of us, hearing our own name is one of the most positive things we experience.

Just a note on handshakes - It's absolutely acceptable and even advisable for women to shake hands as well as men. Sometimes it's hard to work out whether you have a good handshake. Don't be afraid to ask a few people and if you don't get a 100% positive response - practice with friends and family. Your handshake should be firm, but not crushing. Men must remember that women often have rings that can cause considerable pain if they are pressed too firmly into their fingers. A handshake should also not feel like a dead fish in someone's hand. It should denote confidence and a warm welcome.

OHT # 8

Introduce others.

Make self-introductions when necessary.

Another important aspect of "introductions" is to make them. Failing to do so causes embarrassment and discomfort for everyone involved. We all remember those awful moments when we've had someone join a group and we've been left standing beside them not knowing who that person is. If this happens to you, it's then your responsibility to welcome that person into the situation by introducing yourself. "Hello, I'm Cathy Beitz, I don't believe we've met. Can I introduce you to the others?"

Words are important when making introductions. However, so is your body language. We all know how uncomfortable it makes us feel if someone is nervous, fidgety and shy. Unfortunately, shyness can often be interpreted as rudeness. We can all feel shy and nervous sometimes. The trick is not to show it. The key to that is practicing good body language. So keep an open posture, face the person, maintain eye contact, look relaxed and smile. Then use one of the verbal greetings that make the other person feel that you truly are pleased to meet them.

### OHT #9

Keep an open posture.  
Face the person.  
Maintain eye contact.  
Look relaxed.  
Smile.

Introductions often include a compliment about the person you are meeting. If you know something positive about the person, his or her company or work, then tell them. A sincere compliment is a perfect way to begin a relationship on a respectful note. Equally important as giving compliments is receiving them. It has always amazed me how few people know how to graciously accept a compliment. You watch people get embarrassed, look down, make excuses and often downright disagree with you. It's so unnecessary. A compliment is someone's opinion, pure and simple. If you discount it, you seriously run the risk of being offensive. There's only one golden rule for accepting compliments – say "thank you."

### OHT #10

Give sincere compliments.  
Say thank you when you receive a compliment.

We can all relax now, because it's time to settle in and get to know this new person in your life. So let's talk about the art of conversation. Speaking, listening and responding are the general ingredients of a conversation. So why do we sometimes have problems? A conversation usually begins with a question from one person and an answer from the other person. However, we have all experienced trying to have a conversation with someone who constantly wants to tell you about them. You ask one question and off they go. You get volumes of information and literally don't have the opportunity to say anything. Sometimes we even do it ourselves. One of the first things to remember about communication is that both parties need to show a genuine interest in the other. There needs to be a balance. They ask you a question, you answer and then ask them a question. Enquire about their business, their family, their lives and their interests. The aim is to make a connection.

### OHT #11

Be concerned with others.  
Show a genuine interest.  
Ask questions.  
Make a connection.

We should also remember to remain positive. Don't offer negative information when it's inappropriate. In business it's also a good idea to avoid any conversation that relates to politics or religion.

OHT #12

Be positive.

Don't offer inappropriate negative information.

Avoid politics and religion.

OHT #13

You are responsible for 50% of the conversation.

Give expanded answers.

Ask open questions.

Open questions begin with words like, who, what, where, why and how.

When you're having a conversation with someone, you are responsible for 50% of that conversation, so once again, shyness is no excuse. Giving monosyllabic answers and not contributing makes it incredibly hard work for the other person. All you need to do is give some expanded answers and remember to show a genuine interest in the other person. Before long the conversation will move forward and you'll discover the common ground of communication.

The other golden rule in the art of conversation is to be a good listener. Mastering the skill of listening will be an enormous benefit in so many areas of your life. It's the key to intelligent communication. Listening well, demonstrates that you respect the opinions and feelings of others. It boosts the other persons self esteem and makes them feel valued.

Listen carefully to what the other person is saying. The aim is to understand what they are trying to communicate to you and not to simply hear the words. The following is a list of important listening attributes. Focus on what is being said. Maintain good eye contact and body language. Don't interrupt. Be an active listener. Show that you are listening with nods, and words like, "Uh huh." "I see". Ask questions to clarify what the speaker is saying. Paraphrase what the speaker has said to show that you understand. Give feedback when necessary.

OHT #14

Good Listening

- Pay attention.
- Focus on what is being said.
- Maintain good eye contact and body language.
- Look for feelings as well as facts.
- Don't interrupt
- Be an active listener.
- Show that you are listening with nods, and words like, "Uh huh." "I see".
- Ask questions to clarify what the speaker is saying
- Paraphrase what the speaker has said to show that you understand.
- Give feedback when necessary.

There is also a right and a wrong way to join conversations. You must never interrupt without waiting for an appropriate moment and apologizing for doing so.

OHT #15

Join conversations without disruption.

Once you've developed a relationship with someone, the time will inevitably come when one or both of you have made a mistake is some part of your dealings. You must know how to apologize. Learning to make an apology and accept one graciously is probably one of the most valuable lessons you will learn in business and in life. When you have mastered this skill you will immediately notice that there is far less conflict in your communication with people.

OHT #16

Don't criticize people publicly.  
Air grievances privately.  
Show sensitivity.

OHT #17

Learn to apologize sincerely.  
Accept sincere apologies

If you have a grievance with someone, remember to never confront them in a public place or in the company of others. It is not necessary and will only serve to make the other person defensive.

Always be sensitive to their situation and make sure you have all the facts before you make accusations.

If it is you who discovers you have made a mistake, own up to it immediately with a simple apology. People cannot stay angry with you if you sincerely apologize. It instantly diffuses the situation.

Accepting apologies is also an important skill. Do so graciously and always remain calm, looking for solutions to any problems.

Most of us who work in a business environment will inevitably find ourselves in a social situation where our table manners will be on show. There are a few simple rules that will enable you to have a meal with clients and associates without being either embarrassed or an embarrassment to others around you. Everyone has personal likes and dislikes when it comes to table manners. Some things annoy some people more than others and often there's one particular behavior that can drive us to distraction. If you follow the simple rules below, you can be fairly sure you will have covered most of the pet dislikes of the average American. Firstly, allow the host to tell you where to sit. Also, be careful to wait for everyone's food to arrive and the host to begin eating before you do. Be complimentary whenever possible. Do not talk while you have food in your mouth. You should also keep your mouth closed while you eat. Keep your elbows off the table. Don't burp, slurp or make any other inappropriate sounds. Do not reach across in front of anyone to retrieve food. Instead, ask politely for the food or condiments to be passed to you. With place settings, use the different utensils, starting from the outside. For example the smaller forks and knives on the outside are for your appetizer and the larger knife and fork on the inside are for your entrée. It's polite to excuse yourself when leaving the table and most importantly thank your host for the meal. In a business situation, whoever

has initiated the meal is responsible for choosing the location, providing the directions to the restaurant and for paying the account.

OHT #18

Allow the host to tell you where to sit.

Wait for everyone's food to arrive and the host to begin eating before you do.

Be complimentary whenever possible.

Do not talk while you have food in your mouth.

Keep your mouth closed while you eat.

Keep your elbows off the table.

Don't burp, slurp or make any other inappropriate sounds.

Do not touch your nose, hair or teeth while at the table.

Do not reach across in front of anyone to retrieve food.

Ask politely for the food or condiments to be passed to you.

Use the different utensils, starting from the outside and working in for various courses.

Excuse yourself when leaving the table.

Thank your host for the meal.

Pay the account if you initiated the event.

We cannot talk about business etiquette today without mentioning email protocol, commonly known as "netiquette". The main thing to remember for emails is that you should follow all the conventions you usually do with "day to day" written correspondence plus a few extra ones.

Essentially, whatever you write in an email has the potential to become public knowledge, so only say things that you would be happy for anyone to read. Emails are very easily forwarded.

Begin with a pleasant salutation, like "Dear ..." or "Hello ..." or for associates you know well, "Hi ...". The same goes for finishing your email – Kind regards, Regards, etc. You should also use a proper signature at the bottom of your emails that includes your name, your company's name, your position and your company's contact details.

Remember to always be clear and include a subject line. Often it will help the receiver sort your message from unwelcome junk mail.

In the body of your email, use proper English that is spelt correctly with good grammar. Emails are not an excuse to discard everything you've learned in school. Keep paragraphs short and to the point.

Identify all quotes, references and sources and respect copyright and license agreements. Emails are the same as any written material and infringements can be serious. It is also inappropriate to forward person emails to mailing lists or intranets without the specific approval of the sender.

Be careful using humor or sarcasm. Without the addition of "face to face" body language and the ability to interpret the response, misunderstanding can occur.

Avoid using all capital letters or upper case for the body of your correspondence. It will be interpreted as shouting and therefore offensive. Similarly the use of unusual typefaces, colors and layout can also be offensive to some people.

It's also a good idea to avoid using control characters and anything that may not translate on another person's computer or system.

Don't use academic networks for commercial or proprietary work and keep personal emails to a minimum.

Finally, respect other people's time and their right to privacy.

### OHT #19

Only write material you are prepared to have everyone see.

Begin with the appropriate salutation.

Finish with an appropriate salutation and signature.

Be clear in your subject line.

Use proper English that is spelt correctly with good grammar.

Keep paragraphs and messages short and to the point.

Identify all quotes, references and sources and respect copyright and license agreements.

Do not forward personal email to mailing lists or Usenet without the original author's permission.

Be careful with humor and sarcasm.

Avoid using upper case in the body of your email.

Avoid using control characters.

Avoid using academic networks for commercial or proprietary work.

Respect people.

Respecting other people is the key to good business etiquette.

## PART 2

### THE VIDEO

Play the video <i>Communication Intelligence- Business Etiquette</i>	25 minutes
Lead a short discussion around the video	25 minutes

Facilitator suggestion:-

- Would you have taken the job if you were Peta?
- Why not?
- What sort of people are Warren, Jeremy and Lauren?
- Do you think Peta is a good person or a bad person? We often assume that the people who are getting it right are the good people and the people who are getting it wrong are bad and horrible. This is not the case. The majority of people who are getting it wrong are still good people – they are simply lacking in skills.
- What were the most important skills that Greg taught his team?
- Were they difficult things that the team had to learn?
- Do you think they will build on these skills?

ACTIVITY 1

15 minutes

Behavior Discussion

- Divide participants into groups of six to eight and ask them to describe 6 behaviors that they personally find irritating in others.
- Go through the responses on the whiteboard and discuss.

**SAMPLE**

**ACTIVITY 2**

**10 minutes**

**TRUE OR FALSE**

TRUE OR FALSE

- Ask participants to complete the True or False handout.

Handout # 2

- Go through the handout and discuss the answers. Address any queries the group may have.

Facilitator's copy: -

**TRUE OR FALSE TEST**

Decide whether or not the following statements are true or false.

Statement	True/False
Only snobs are concerned with business etiquette.	False
If you're a nice person, you don't need to understand business etiquette.	False
It's Ok to be late, so long as you let the other person know.	False
Our personalities are often judged on our outward behavior towards others.	True
Our body language accounts for almost 40% of the message we are giving.	True
Whenever someone gives you a compliment say, "thank you."	True

Open questions will encourage people to open up and talk.	True
Open questions begin with words like who, what, where, how, why.	True
Only apologize if you think you've been caught out.	False
Show a genuine interest in other people.	True
It's OK to talk with your mouth full if someone asks you a question.	False

**ACTIVITY 3**

20 minutes

Networking

- Divide participants into groups of six to eight and ask them to write a short script for two people meeting at a conference for the first time. It should include:
  1. An introduction
  2. Appropriate questions
  3. Appropriate responses
- Have two people from each group act out their scene.
- Discuss the results.

**SAMPLE**

ACTIVITY 4

20 minutes

Improvement Plan

Handout #2

Fill out the following form to identify your strengths and pinpoint areas that you feel you could make improvements.

Strength	Needs Improvement	Behavior
		Use appropriate greetings
		Introduce others.
		Introduce yourself.
		A winning handshake.
		Make others feel welcome.
		Express appreciation.
		Give compliments.
		Receive compliments.
		A positive attitude.
		Handle inappropriate behavior from others.
		Join conversations without disrupting.
		Contribute to conversations.
		Use open questions when appropriate.
		Show interest in others.
		Take an open posture.
		Maintain eye contact.
		Punctual for appointments.
		Trustworthy with deadlines.
		Sensitive when criticizing another person.
		Avoid aggressive behavior.
		Manage conflict.
		Identify problems.
		Own problems.
		Apologize when necessary.
		Accept apologies graciously.
		Table manners.
		Use polite words like please, thank you and you're welcome.
		Have a warm telephone manner.
		Treat everyone with respect.

SAMPLE

PART 3

**SUMMARY & DEBRIEF**

35 minutes

- Play the Video again.
- Go through some of the training points highlighted in the video and this training session using the overhead transparencies.
- Ask for and answer any questions that participants may have.
- Let participants know if and when any follow up training is to be held.
- Give participants a copy of Handout # 3 & Handout #4 – The Summary Sheet and Netiquette Helpful Tips.

# PARTICIPANT HANDOUT MASTERS

**TRUE OR FALSE TEST**

Decide whether or not the following statements are true or false.

Statement	True/False
Only snobs are concerned with business etiquette.	
If you're a nice person, you don't need to understand business etiquette.	
It's Ok to be late, so long as you let the other person know.	
Our personalities are often judged on our outward behavior towards others.	
Our body language accounts for almost 40% of the message we are giving.	
Whenever someone gives you a compliment, say, "thank you."	
Open questions will encourage people to open up and talk.	
Open questions begin with words like who, what, where, how, why.	
Only apologize if you think you've been caught out.	
Show a genuine interest in other people.	
It's OK to talk with your mouth full if someone asks you a question.	

**SAMPLE**

**STRENGTHS AND IMPROVEMENT POTENTIAL**

Fill out the following form to identify your strengths and pinpoint areas that you feel you could make improvements.

Strength	Needs Improvement	Behavior
		Use appropriate greetings.
		Introduce others.
		Introduce yourself.
		A winning handshake.
		Make others feel welcome.
		Express appreciation.
		Give compliments.
		Receive compliments.
		Have a positive attitude.
		Join conversations without dominating.
		Contribute to conversations.
		Use open questions when appropriate.
		Show an interest in others.
		Have an open posture.
		Maintain eye contact.
		Punctual for appointments.
		Trustworthy with deadlines.
		Sensitive when criticizing another person.
		Avoid aggressive behavior.
		Manage conflict.
		Identify problems.
		Own problems.
		Apologize when necessary.
		Accept apologies graciously.
		Table manners.
		Use polite words like please, thank you and you're welcome.
		Treat everyone with respect.

**SUMMARY SHEET**

First impressions will have a lasting effect so be on time, introduce yourself confidently and use appropriate greetings. When new people join your group, introduce them and above all make everyone feel welcome.

Practice good body language by keeping an open posture, facing the person you're speaking with, maintaining eye contact, looking relaxed and remember that a warm smile is a terrific way to brighten someone's day.

Sincere compliments will also make people feel good and don't forget that it's equally important to receive compliments by saying, "thank you".

The art of conversation is an essential business skill. The aim is to make a connection with people. Monosyllabic answers won't get you anywhere. Ask questions, show a genuine interest in other people's lives and be positive. Always pay attention by listening carefully and responding. If you need to join someone else's conversation do so politely without disruption.

Never attack people publicly. Instead, be sensitive to the feelings of others and air grievances in private.

Always be honest, admit when you've done something wrong and learn to apologize – it's not as hard as you think. Conversely, accept the apologies of others graciously and don't hold on to grievances.

Don't forget your table manners. Firstly, allow the host to tell you where to sit. Also, be careful to wait for everyone's food to arrive and the host to begin eating before you do. Be complimentary whenever possible. Do not talk while you have food in your mouth. You should also keep your mouth closed while you eat. Keep your elbows off the table. Don't burp, slurp or make any other inappropriate sounds. Do not reach across in front of anyone to retrieve food. Instead, ask politely for the food or condiments to be passed to you. With place settings, use the different utensils, starting from the outside and working in for various courses. For example the smaller forks and knives on the outside are for your appetizer and the larger knife and fork on the inside are for your entrée. It's polite to excuse yourself when leaving the table and most importantly thank your host for the meal. In a business situation, whoever has initiated the meal is responsible for choosing the location, providing the directions to the restaurant and for paying the account.

And finally remember, "good manners are good business".

### NETIQUETTE – HELPFULTIPS

We cannot talk about business etiquette today without mentioning email protocol, commonly known as “netiquette”. The main thing to remember for emails is that you should follow all the conventions you usually do with “day to day” written correspondence plus a few extra ones.

Essentially, whatever you write in an email has the potential to become public knowledge, so only say things that you would be happy for anyone to read. Emails are very easily forwarded.

Begin with a pleasant salutation, like “Dear ...” or “Hello ...”, or for associates you know well, “Hi ...”. The same goes for finishing your email – Kind regards, Regards, etc. You should also use a proper signature at the bottom of your emails that includes your name, your company’s name, your position and your company’s contact details.

Remember to always be clear and include a subject line. Often it will help the receiver sort your message from unwelcome junk mail.

In the body of your email, use proper English that is spelt correctly with good grammar. Emails are not an excuse to discard everything you’ve learned in school. Keep paragraphs short and to the point.

Identify all quotes, references and sources and respect copyright and license agreements. Emails are the same as any written material and infringements can be serious. It is also inappropriate to forward person emails to mailing lists or intranets without the specific approval of the sender.

Be careful using humor or sarcasm. Without the addition of “face to face” body language and the ability to interpret the response, misunderstanding can occur.

Avoid using all capital letters or upper case for the body of your correspondence. It will be interpreted as shouting and thus offensive. Similarly the use of unusual typefaces, colors and layout can also be offensive to some people.

It’s also a good idea to avoid using control characters and anything that may not translate on another person’s computer or system.

Don’t use academic networks for commercial or proprietary work and keep personal emails to a minimum.

Finally, respect other people’s time and their right to privacy.

# OVERHEAD TRANSPARENCY MASTERS

- The importance of introductions
- The value of being interested in other people
- The value of being considerate of other people's feelings
- The necessity to give and receive compliments graciously
- The need to own up when you've done something wrong
- How to make and receive apologies
- How to keep a conversation flowing
- The importance of basic table manners and social niceties

Our behavior is a reflection  
of our personality and  
our behavior is the means by  
which other people judge us.

**SAMPLE**

OHT # 3

At the heart of business etiquette lies  
an underlying respect for other people  
and their rights.

**SAMPLE**

OHT # 4

Well-honed etiquette skills are those which show sensitivity to other people, put them at ease, make them feel welcome and valued as human beings.

**SAMPLE**

You only get one chance at a first  
impression.

**SAMPLE**

Be on time.  
**SAMPLE**