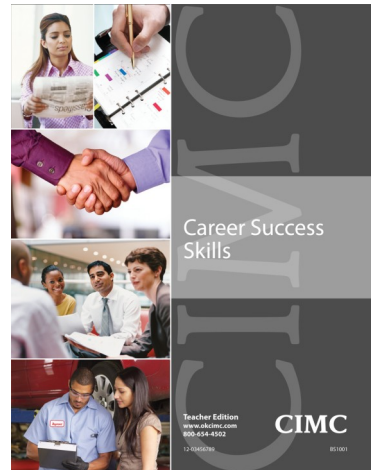


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KEY TERMS

antagonist:

a bitter rival

assumption:

statement or idea that is accepted or supposed true without proof

cliché:

trite (overused) expression or idea

colloquialism:

informal speech (such as “fixing to do something” or “dude”)

communication:

exchange of thoughts and information by verbal and nonverbal messages

emoticon:

a group of keyboard characters or symbols used to express an emotion in electronic messages, such as :-) to represent a smiling face (seen sideways)

empathy:

being able to identify with the feelings and thoughts of others

feedback:

evaluation returned by the receiver to the sender of the message

flippant:

showing a lack of respect by not taking something seriously

hearsay:

information gathered through indirect means, without firsthand knowledge (such as “Fred told me that Abby said she liked you”)

jargon:

word usage understood only by a particular group, often technical or related to a certain type of employment (such as “throwing PVCs or “data dump”)

message:

information being sent (verbal or nonverbal)

nonverbal communication:

information expressed without words through posture, gestures, and expressions

optimistic:

anticipating the best outcome

pessimistic:

having a gloomy outlook

prejudice:

irrational opinion directed against something or someone, often because they belong to a particular group (race, gender, etc.)

receiver:

the person who must process and make sense of the message when engaged in communication

sender:

the person extending the message when engaged in communication

sexism:

prejudice based on gender, often against women

social media:

websites and services that allow people to communicate by making information public, such as Facebook, Twitter, LinkedIn, and others

stereotype:

the idea that a certain group of people (often based on gender or race) will always have particular things in common or behave in a certain way (such as “athletes are not smart” or “women can’t drive well”)

tactful:

ability to do or say the kindest or most appropriate thing

tweet:

a text message posted via the Twitter.com website

trite:

overused; lacking originality

urban legend:

a widely circulated story based on hearsay

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notes

Passive, Assertive, Aggressive and Passive Aggressive

Being a good listener during a disagreement can:

- Improve the other person's perception of you
- Help the other person feel better about him/herself
- Bring about a resolution more quickly
- Strengthen your relationship
- Reduce the level of stress
- Improve overall health

"Am I Assertive? What Do You Think?"

An old adage says, "I may forget what you said, but I will never forget how you made me feel." Have you ever engaged in a conversation in a way that you later regretted? At one time or another, most of us have thoughtlessly interrupted someone or responded to another person in a hurtful or angry manner that silenced them.

Aggression means interacting with other people without showing respect for them, making another person feel inferior or powerless, or sending the message that others dare not disagree. Aggressive communication can negatively affect relationships in all parts of a person's life, because aggressive individuals alienate others, experience more personal stress, and act defensively. Violence represents aggression in its most extreme form. But people can also show more subtle signs of aggression through body language by rolling their eyes, glaring, or pointing.

For example, when Akira was interrupted while speaking, she said "Would you just shut up and let someone else talk for once?" This is an example of an aggressive response.

Passive individuals are nearly opposite of those who are aggressive. They are easily dominated or intimidated, continually yield to others, go along with the crowd, and may seem to lack the will to defend themselves when engaged in a discussion. These individuals rarely raise questions and often avoid

Knowledge Check
After students have reviewed the section on Communication Breakdown, have a class discussion using these questions.



knowledge check

1. Name three examples of external communication barriers.
2. Explain how low self-esteem interferes with communication.
3. Discuss possible consequences of having poor communication skills.

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notes

Communicating Positive Attitudes

gestures, tone, and facial expressions should all be in agreement. Also, making eye contact can be a way of showing self-confidence.

Ask meaningful questions. Asking questions allows you to receive more information, and the way you ask questions can reveal your listener's level of understanding. Questions can also be used to show a sincere interest in the other person. Keep in mind that simple "yes" or "no" answers seldom provide adequate interaction or meaningful **feedback**, so be sure to ask open-ended questions. For example, instead of asking, "Did you enjoy your trip?" ask, "What was your favorite part of your vacation?"

Choose an appropriate time for communicating. Interruptions damage the outcome of discussions. Try to select a time when the other person will be most receptive to visit. Do not initiate a deep conversation when the other person appears preoccupied, emotional, or tired. Also, allow plenty of time and do not rush the discussion.



knowledge check

1. Name five strategies for improving communications skills.
2. List three characteristics of a pleasant speaking voice.

Think Positive!

Each person is ultimately responsible for his or her own happiness. Being **optimistic** and cheerful help you develop a positive mental attitude. Ways to communicate positive feelings are listed below.

Say positive things about yourself and others. A positive attitude begins with a positive self image. Sometimes, squelching critical thoughts can be difficult. But focusing on your positive characteristics can increase your energy, motivation, and success. Likewise avoid saying bad things about others. Think about how you would feel if other people said bad things about you, and keep in mind the fact that everyone has flaws. In addition, you can demonstrate leadership by defending those who are targeted by gossip, rather than staying out of the discussion.

Avoid critical and sarcastic remarks. A little sarcasm can be witty, but too much is tiresome. And humor at someone else's expense can be hurtful. Destructive messages cause people to feel judged and unworthy. Positive messages that validate people make them feel good about themselves and enable them to be receptive to constructive suggestions if they are needed.

Be the first one to make eye contact.

Making eye contact is a way of expressing interest in other people and showing self-confidence. However, proper eye contact is not the same thing as staring, which can make

Knowledge Check
Have a class discussion using these questions.

notes

you were wrong about the other person, this could result in others making accusations about you.



Do not bring up already-settled issues or rehash previous disagreements. Bringing up such matters only stirs up additional hard feelings.

Follow the guidelines for effective communication throughout your discussion — maintain open body language, use friendly gestures, and choose your words carefully. Try to end the exchange on a friendly note by saying something positive about the person or the situation.

Conflict resolution provides a way to bring two opposing sides to a peaceful resolution. This process addresses a wide range of sources of disagreement, whether they occur between two individuals or two corporations. When individuals within the same organization require assistance in solving their disputes, the process is usually called peer mediation. With the help of a mediator or facilitator, the conflicting parties explain their position, listen without interrupting, and voluntarily agree to work cooperatively to resolve the issue. After finding a point of compromise, the moderator drafts a formal agreement that outlines actions that both parties agree to take.

Knowledge Check

Have a class discussion using these questions.

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1. Explain why it is important to vent negative feelings in a positive way.
2. List three suggestions for communicating negative feelings.

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Act with Tact

Act with Tact

Tactfulness has to do with the ability to speak and interact with others in a way that doesn't offend them. Tactful individuals use good manners and express thoughtful consideration of others. Using tact regarding sensitive issues can help you avoid creating an uncomfortable situation.

Do not tease other people. Sometimes teasing takes place with good intentions. For example, teasing can be meant as a joke or an attempt to make someone feel part of the group. However, good intentions do not make teasing okay. Situations can easily escalate, which can hurt feelings, destroy friendships, and make for tense working relationships. Teasing can turn into hazing or harassment, and it can even result in physical violence. When jokes are made at another person's expense, it is rarely funny to them and it gets old in a hurry.

Respect the personal beliefs, culture, or heritage of others. Don't be an **antagonist**. Allow each person the right to his or her own opinion. Not everyone is the same, and we all have individual talents. In addition, people from different cultures are not better or worse, they're just *different*. With our society becoming increasingly global, there's a strong possibility that someday you'll work or do business with people from another culture.

Don't gossip or say bad things about people. Remember the old saying, "If you don't have something nice to say, then don't say anything." Avoid gossiping and speaking

poorly of others. If people around you start to gossip, simply respond by saying that you don't know the person all that well or that you are unfamiliar with the situation, and then change the subject.



Avoid leaving others stranded in conflict. If you sense that a person needs to be supported or rescued, try to redirect the conversation or breaking the tension with light humor.

Knowledge Check
Have a class discussion using these questions.



knowledge check

1. Explain why teasing is dangerous, even if it is meant as a joke.
2. Describe what you should do if others around you start to gossip.

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the message of a job well done, even if no words are spoken. Body language can also contradict the spoken word, such as when your coworker begins tapping on his phone after saying he is interested in hearing about your business trip. A gesture such as throwing your hands up in the air can accentuate a message of jubilation.

The following table outlines forms of positive and negative communication. As you travel or join the business world, it's important to remember that nonverbal communication may have different meanings in different cultures. Also, keep in mind that these are general statements and they may not be the same for all people.

NONVERBAL COMMUNICATION	
Positive Forms	Negative Forms
Open body—open palms up, hands away from body, arms swinging freely	Closed body—clenched fist, palms down, crossed arms or legs
Head held high, shoulders upright; body leaning toward other person's body	Erect body, holding head and body stiff or drooping head and shoulders
Relaxed, alert manner of sitting or standing, turned to listener	Biting fingernails, pulling at hair, fidgeting with clothing
Smiling, pleasant expression, nodding in agreement	Frowning, raised eyebrows, clenched teeth
Natural gestures	Aggressive gestures—finger pointing, hands on hips
Frequent eye contact	Avoiding eye contact—shifting gaze, looking up or down
	Staring, not blinking



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Knowledge Check

1. Name three positive forms of nonverbal communication.
2. Name three negative forms of nonverbal communication.
3. Explain why it is important that our nonverbal cues match our verbal message.

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Knowledge Check
Have a class discussion using these questions.

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notes

Giving Directions

Giving Directions

Being able to communicate directions clearly helps ensure that a task can be completed right the first time. Whether in the kitchen or on the road, giving and receiving directions helps us accomplish our goals. This is especially true in the business world. No company or organization has the resources to continually correct errors or start over on projects—time is money.

Give directions in a way your intended audience will understand. We all mentally process information differently. Visual thinkers may need for you to demonstrate a task, provide a diagram or sketch, or show them an example. You may also need to present directions in more than one way. In addition, some people prefer to take notes when learning the steps to complete a complicated task.

When giving verbal directions, explain the importance of the directions and why they should be followed. Most people listen more attentively if they understand why something must be done. For example, “Painters will be working in the office this weekend. These filing cabinets are currently too heavy to move, so we need to empty the top two drawers into boxes before quitting time. Please stack the filled boxes in Marisela’s office.”

State your directions clearly and in simple steps. Do not give more instructions than a person can easily remember—no more than three directions in order. For example, “Our storewide sale starts tomorrow, so let’s start getting ready today. Jada and Andre, please move the jeans rack to the east wall, mark the jeans down 30 percent, and make a sign to put on the wall.”

When giving written directions, make sure they are legible. Write at a level the reader will understand. Written directions should answer who, what, when, where, why, and how the task should be performed. However, keep directions concise and provide only the information that’s needed. Number the steps for performing the task if they must be completed in a certain order. Also, make sure your directions are written in a courteous manner by including “please,” “thank you” and phrases such as “I appreciate your help.” When possible, ask an uninvolved third party to double-check your written instructions to make sure they are clear and correct.

After giving instructions, be sure the person fully understands them. If necessary, politely ask if he or she can tell you what needs to be done, where it should be done, the expected timeframe or deadline for completion, and the importance of the task. Give the person an opportunity to ask questions.

Knowledge Check
Have a class discussion
using these questions



knowledge check

1. What might you do in order to help a visual learner understand the steps for completing a task?
2. What can you do to ensure that written instructions are clear?
3. What should you do after giving instructions?

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Sending Email & Text Messages

Sending Effective Email and Text Messages

Technologies such as the internet and smart phones allow users to communicate with each other almost effortlessly. Through email, texts, and *tweets*, users can send messages back and forth much more quickly than when having to compose a formal printed letter. However, while the convenience of electronic messaging makes it a powerful tool, it can also create problems if users become careless.



Keep your electronic messages short and to the point. Keep it simple. Reading and responding to messages takes a good deal of time out of a person's day. People rarely want to wade through a lengthy message. At the same time, be thorough enough to answer any potential questions.

Only send messages when necessary. Do not forward chain messages. Passing along unsubstantiated rumors or *urban legends*

only perpetuates misinformation. Avoid sending unnecessary file attachments, because many messaging systems have a limited amount of storage space. People who send too many messages can quickly become a pest.

Choose the best media for the message. Sending a text message can be a good way to contact someone while they are in a meeting or other situation where it would be rude to accept a phone call. Email messages work well for when you need a more thoughtful response. At the same time, certain discussions may be more productive if held in person or over the phone.

Take a few moments to proofread your message. Even though electronic messages are much less formal than hardcopy letters, once you hit "send" your message could potentially become public. Embarrassing mistakes are all too easy to make. Always double-check to see who your message is addressed to. With the wrong click of the mouse, you could accidentally send highly personal information or a crude joke to everyone on your email list. The safest bet is to never send questionable content to others.

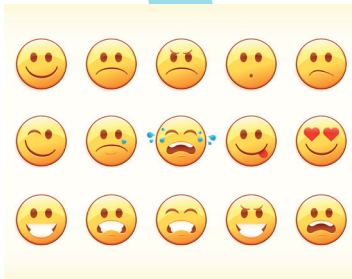
As good rule of thumb, never write something in any electronic message if you wouldn't want to say it on television.

Be mindful of the tone of your message. Be careful when using humor (especially sarcasm), because they may not realize you are joking. Unlike the spoken word, with electronic messaging, the receiver does not

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have the benefit of hearing your tone of voice and other nonverbal cues. Smiley faces (like :-)) and other **emoticons** can help indicate when you're trying to be funny. Also, do not send electronic messages when you are angry. When you are annoyed, it becomes all too easy to fire off an angry response that can come back to haunt you. Even if you feel you have the right to be angry, it's best not to express that anger in writing, where it can be forwarded to others, taken out of context, and used in ways you cannot predict. Take the time to calm down, carefully compose your thoughts, and wait awhile before answering.

Pay attention to the way you structure and format electronic messages. Avoid adding unnecessary line spacing, because readers may not realize they need to scroll to see the rest of the message. This may cause them to overlook important information. Also, be sure to use appropriate salutations and closings.

Be polite and courteous when choosing words and symbols. Do not use all uppercase letters, which is the electronic equivalent of shouting. Also, avoid using punctuation for emphasis—such as multiple question marks or exclamation points—especially in business messages.

Use abbreviations sparingly. Although they may seem common to you, some people may not be familiar with such abbreviations as FYI (for your information), BTW (by the way), FWIW (for what it's worth), or IMHO (in my honest opinion), and they may interpret the letters in a way you had not intended.

Reply to messages to continue the thread of thought. If contributing to a discussion, don't start a new message. If you must start a separate follow-up, include enough information to help your audience understand your references. You may also want to cut and paste a portion of the original message in your follow-up. Most email programs will do this automatically. Trim content that isn't necessary in order to shorten messages, especially after several replies.

Include your contact information in your message if you expect a response. Some messaging systems may not embed your name and email address. If your message ends up being forwarded by your recipient, your email address could be stripped out of the heading. Also, be sure to include your name in your closing.

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Workplace Cell Phone Etiquette

- When in a meeting, turn off the ringer and let your calls roll over to voicemail. If you are expecting an important call, set your phone to vibrate and leave the room before answering.
- If you need to respond to an important message, discreetly send a quick text message, when possible. If you absolutely must take a call, excuse yourself from the meeting area.
- Do not discuss sensitive business topics or private matters in a public setting.
- When talking on a cell phone, speak at a normal volume. Avoid being overly loud or angry when talking on a cell phone in public, because your conversation could intrude on other people.



Have a class discussion about cell phone etiquette. Have the students recall instances where proper etiquette was not used.

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Unit Review

Unit Review

Have students answer the questions before completing the Unit Test.

Unit Tests

Unit tests and answers are located on the Teacher Resource CD.

Review

1. Identify at least five external barriers to communication.
2. Identify at least four internal barriers to communication.
3. Compare aggression to assertiveness.
4. Explain how being passive aggressive is different from being passive.
5. List at least four ways to make sure you communicate your message effectively.
6. List at least four ways to communicate positive feelings.
7. List at least four ways to express negative feelings in a constructive way.
8. Explain why you should avoid teasing.
9. How can you help someone who needs to be rescued from an uncomfortable conversation?
10. List at least five ways to be a good listener.
11. List at least four positive forms of nonverbal communication.
12. List at least four negative forms of nonverbal communication.
13. Describe how to give verbal directions.
14. List at least six guidelines for sending effective email and text messages.

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Assignment 1 | Distinguish Between Communication Methods

name: _____ date: _____

Depending on the situation, we all can show signs of being passive, aggressive, or passive aggressive. By learning to recognize these communications styles, you can learn to become more assertive in your day-to-day interactions with others.

Directions

Read the scenarios below and write a brief description of a passive, aggressive, passive aggressive, and assertive response for each scenario. Then give the response you would choose and explain why you chose it.

- 1. You are trying to write a proposal and you're on a tight deadline. A small group of coworkers has gathered in the hall just outside your office and they're carrying on a fairly loud discussion. What do you do?

Passive response:

Aggressive response:

Passive aggressive response:

Assertive response:

Which response would you use, and why?

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Assignments

Have students complete the assignments:

- Distinguish Between Communication Methods
• Respond to "You" Messages using "I" Messages
• Begin a Conversation

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Blank lined area for notes.

2. You are the leader for a group project in which everyone in the group will receive the same grade. One of your team members has showed up 30 minutes late to the last two work sessions. What do you do?

Passive response:

Aggressive response:

Passive aggressive response:

Assertive response:

Which response would you use, and why?

3. Just before work, two of your co-workers have asked if you'd like to plan on going to lunch with them. They want to go to a nearby drive-in, but you dislike fast food. You're in the mood to try a new Mexican restaurant. What do you do?

Passive response:

Aggressive response:

Passive aggressive response:

Assertive response:

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Which response would you use, and why?

- 4.** You work as a part-time delivery person for a sandwich shop. Just as you're leaving the restaurant to make a delivery run, one of the prep chefs says, "Hey, while you're out, would you mind picking me up an energy drink?" You feel he is asking too much, since the convenience store would be well out of your way. What do you do?

Passive response:

Aggressive response:

Passive aggressive response:

Assertive response:

Which response would you use, and why?

5. You spent most of your weekend working alone on a long, difficult report. It was supposed to be a team project, but your co-worker never showed up to help. Before work, your co-worker asks you to cover for him with your boss.
 Passive response:
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Aggressive response:

Passive aggressive response:

Assertive response:

Which response would you use, and why?

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Assignment 2 | Respond to “You” Messages using “I” Messages

name: _____ date: _____

Effective communication is important for getting along with neighbors and strengthening your community. One way to improve communication is to use I-messages and we-messages instead of you-messages. You-messages tend to blame, judge, upset or hurt, but they usually result in closed communication channels. However, you can change most you-messages into I-messages and we-messages, which are more likely to lead to positive responses.

Directions

Change each you-message to an I-message or we-message. Write each new message below the original. (Each original message can have more than one acceptable revision.)

1. “You need to take care of your lawn better. You always wait too long before you mow the grass.”

2. “Because you left your gate open again, your dog got out and dug up my plants. You really should be more responsible.”

3. “You left your porch light on all night again. That yellow bulb lights up my whole bedroom and makes it impossible to sleep! Can’t you remember to turn it off when you go to bed?”

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4. "Your tree is dropping nuts all over my driveway and my car. Last year, you said that you would trim some branches back. When are you going to do it?"

5. "You still haven't returned the tools you borrowed a couple weeks ago. You're keeping me from getting my own yardwork done."

6. "Can't your daughter keep her car stereo turned down when her car is in the driveway? It's really loud and really annoying."

7. "You put your trash out last night and a stray dog ripped the bags open. Now your trash is in my yard. Can't you be more careful and wait until morning to put your trash on the curb?"

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Assignment 3 | Begin a Conversation

name: _____ date: _____

Practicing conversation skills makes talking with others easier, even with people you do not know very well.

Directions

For each of the following situations, describe a way to begin a conversation using good communication skills.

- 1. While waiting in the checkout line at the store, you notice the person standing beside you is carrying a book that you have just finished reading.

- 2. You are waiting for your luggage at the baggage claim in the airport and you are almost certain that the person in front of you works in your same building.

- 3. You notice a new employee at work today. You are both waiting for the elevator.

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4. Someone you do not know very well just pulled into the parking lot beside you. You both get out of your vehicles at the same time.

5. While attending a conference, you notice a former co-worker. She smiles at you, but can't seem to place you.

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