



# SUITED FOR SUCCESS

*Etiquette Manual*



## 2009 Etiquette Leader

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# Professional Image Assessment

1. I would describe my attitude about my own appearance as:

- |  |  |
|--|--|
| <input type="checkbox"/> Very Confident  | <input type="checkbox"/> Quite Confident |
| <input type="checkbox"/> Could care less | <input type="checkbox"/> Not confident   |

2. I would describe my posture as:

- |                               |                               |
|-------------------------------|-------------------------------|
| <input type="checkbox"/> Poor | <input type="checkbox"/> Lazy |
| <input type="checkbox"/> Okay | <input type="checkbox"/> Good |

3. If I had to describe my style in one word it would be

---

4. I think my greatest physical attribute is

---

5. When talking about weight, I would describe myself as:

- |                                   |  |
|-----------------------------------|--|
| <input type="checkbox"/> Too thin | <input type="checkbox"/> Just right          |
| <input type="checkbox"/> Average  | <input type="checkbox"/> A little overweight |
| <input type="checkbox"/> Heavy    |  |

6. I would describe my overall level of comfort with my image as:

- |  |  |
|--|--|
| <input type="checkbox"/> Not very comfortable  | <input type="checkbox"/> Comfortable/satisfied |
| <input type="checkbox"/> Very comfortable      | <input type="checkbox"/> Looking to change     |
| <input type="checkbox"/> Not looking to change | <input type="checkbox"/> Not willing to change |

7. I feel I could improve my professional image by:

---

8. If I were guessing, I would say other people think I am \_\_\_\_\_ years old.

9. One nonverbal “quirk”, habit or characteristic I know I have is:

---

10. The nonphysical positive attribute I admire most about my self is:

---

# Through the Looking Glass

There are some things we can change about ourselves and some things we cannot. Take a look at the list below and mark a ✓ by the things you can change and the things you cannot.

- |  |  |
|--|--|
| <input type="checkbox"/> sex             | <input type="checkbox"/> race            |
| <input type="checkbox"/> height          | <input type="checkbox"/> shoe size       |
| <input type="checkbox"/> hair colour     | <input type="checkbox"/> weight          |
| <input type="checkbox"/> gestures        | <input type="checkbox"/> eye colour      |
| <input type="checkbox"/> handshake       | <input type="checkbox"/> voice quality   |
| <input type="checkbox"/> complexion      | <input type="checkbox"/> teeth           |
| <input type="checkbox"/> eye glasses     | <input type="checkbox"/> expressions     |
| <input type="checkbox"/> smile           | <input type="checkbox"/> clothing        |
| <input type="checkbox"/> manners         | <input type="checkbox"/> sense of humour |
| <input type="checkbox"/> facial features | <input type="checkbox"/> confidence      |

Write down the things you can change and fill in the chart below:

Characteristic I can control	How it is now	How I'd like it to be	Steps to take
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

If you could only change three things about your outward appearance, which would have the greatest professional impact?

1.			
2.			
3.			

## Effective Nonverbal Communication

Think about how many times you've had a "gut feeling", good or bad, your instincts are usually right. Most often our perceptions are based on nonverbal cues. For each behaviour/gesture think about what message your instincts pick up on and suggest an alternative behaviour/gesture that sends a more positive message.

Behaviour	Message	Alternative	Message
Arms folded			
Hands in pockets			
Fingers tapping			
Eyes wandering			
Eyebrows raised			
Stern expression			
Leaning backwards			
Hands on hips			
Leaning on one hip			
Hands clenched			
Slumping in chair			
Leaning on desk			
Frowning			
Eyes fixed-staring			

# Lasting Impressions

First impressions are generally lasting impressions, which is why it's so important to make a good one. Fortunately, those of us in client service positions are sometimes lucky enough to get a second chance to make a first impression or because we often deal with the same clients on a regular basis, we may have the opportunity to "build" an impression. Rank the following in order of importance when you are making a judgment about someone. Then rank your own skills in each area in order of your strongest attribute to weakest.

OTHERS		ME
_____	Clean and neat appearance	_____
_____	Handshake	_____
_____	Friendly smile	_____
_____	Appropriate clothing	_____
_____	Expressions	_____
_____	Speech Styles	_____
_____	General mood	_____
_____	Smell/fragrance	_____
_____	Tact/self control	_____
_____	Listening skills	_____
_____	Eye contact	_____
_____	Knowledge/preparation	_____
_____	Sense of humour	_____
_____	Consideration/politeness	_____
_____	Respect for time	_____
_____	Tone of voice	_____
_____	Modern style	_____

# Rate Your Communication Skills

To assess your personal communication skills, please check the column that is most applicable. This will help you recognize the areas that need developing.

Communication Skills	Need to do less	Doing all right	Need to do more
Be brief and concise, get to the point			
Use body language, gestures and stance to support my words			
Use words that accurately describe what I want to say			
Ask others to repeat (playback) what I have said to them			
Let others know when I don't understand something they've said			
Listen to understand rather than preparing my next remarks			
Before I agree or disagree or say anything, check to make sure I understand			
Check out with others what I think they are feeling rather than assuming I know			
Observe non verbal messages			
Share good feelings (praise, happiness, appreciation)			

Skills I want to practice:

1.			
2.			
3.			
4.			
5.			

References: Behaviour Styles 1988 (Agdex 1834-8)

References: The Art of Communicating, Bert Drecker, Crisp Publications, 1988

Communicating Effectively: The Key to Your Organization's Success, Alberta LEAD, 1990

# Self Assessment Communications

1. I have \_\_\_\_\_ seconds to make a first impression.
2. Studies show that up to \_\_\_\_\_ % of the message received by someone when I'm speaking is non-verbal.
3. People are more likely to trust me when they first meet me if they can see both my hands.  
True                  False?
4. When you shake someone's hand, it's appropriate to move your body in close proximity to theirs and it's okay to pat them or put your other hand on their elbow or shoulder.  
True                  False?
5. When someone says, "Don't get up!", they really mean it and it's not necessary to get up.  
True                  False?
6. If I'm meeting two or more co-workers at the same time, I should always introduce myself and shake hands with the women first.  
True                  False?
7. When public speaking, it's not really important to look anyone in particular in the eye, just "glancing" up from my notes occasionally is sufficient.  
True                  False?
8. It's very important to modify my speech style and the type of language I use when meeting different people.  
True                  False?
9. The objective of first impressions is to determine whether I trust someone enough to continue a relationship with them.  
True                  False?
10. People appreciate a clean and neat appearance, however, they will notice my attitude and demeanour more than they'll notice my clothes.  
True                  False?

# The Secrets of Professionals

It does not matter whether your chosen field is botany or bifocals—professionals in business need to understand what behaviours are expected and accepted in every possible business situation. It does not matter how many degrees you have or how many years you've been on the job; sooner or later a lack of social intelligence will cost you. Your behaviours are constantly under examination and you'll need to be conscious of how your actions are affecting your reputation at all times.

- **Be straight— like a ruler.** Professionals who respect themselves and others should always be direct and to the point. Think before you speak and practice your listening skills.
- **Be adaptable.** Leaders recognize that adapting to change is necessary and most often leads to a positive outcome. They also know that adaptability does not mean showing weakness or being indecisive.
- **Risky business.** Rarely does anyone get anywhere in life without taking a risk or two. Risk in business means considering whether you can afford not to take a particular chance and weighing the consequences before you make decisions. Smart professionals watch and learn in an effort to learn from the mistakes of others, rather than making the mistakes themselves.
- **Be open for business.** Leaders are open-minded. They are good listeners and hesitate to dismiss any logically presented idea. Progressive professionals are open to new ideas and are often the first in line to learn new skills and try new things.
- **Be prepared.** Take the time to research and put the necessary information into a professional, productive format. If you are not prepared, don't make excuses and don't expect others to cover for you.
- **Know your product. Know your client.** No one is going to buy your product if you cannot speak intelligently about it or present it effectively. Make a point of finding out what your client needs exactly and adapt your product accordingly.
- **Be energized.** Feeling and acting energized is a sure way to show others you feel positively about who you are and what you're trying to do. You cannot expect others to be energized or excited about being around you if you are not positive and exciting to be around.
- **Anticipate.** Leaders solve many problems by anticipating them. Have a plan and think it through. Don't leave things to chance and keep your cool if things get out of control.
- **Believe you can.** If you want to be the leader, you have to believe you can be. Act confidently and you will look and feel and be confident.

# Projecting a Positive Professional Attitude

When you look like you are confident and in control and when you've learned professional habits that make you feel more confident, it's time to start inspiring confidence in others.

The number one way to encourage your co-workers, employees and employers to feel confident about your abilities is by being consistent in your behaviors. If others know that you are always calm, approachable and can be trusted to react professionally in any situation, you will inspire confidence and make your way to leadership. The best way to develop this kind of consistency is to maintain a positive attitude. There are some tips:

- **Get it together.** Be neutral or be positive. If you try hard enough, there is always something positive you can say. If not, smile and listen respectfully to the opinions of others. You can always say, "That's interesting" or, "I'll have to give that some thought," and save your opinion for a more appropriate time. Besides, there are times when silence is power.
- **Tell Me.** Ask a close friend or family member to tell you if you have any "tells." These are "emotion telling habits" that you may not be aware of. Maybe you clench your jaw when you're angry, maybe you frown when you are thinking or maybe you inadvertently shake your knee when you're nervous. Don't forget how much communication is non-verbal. It's important to control these habits and it will help you keep your emotions in check.
- **Oh, this old thing.** Purposely identify the attributes of others and point them out. It's strange that people are often conservative with their praise, considering how much they enjoy being praised themselves. Be spontaneous. If you really feel grateful for something someone has done, say so! If someone's service or presentation or attitude genuinely impresses you, go out of your way to tell them or send a note. You'll both feel great.
- **Two rudes don't make a right.** Remember you cannot control other people's behavior, you can only control your reaction to their behavior. There are times when you will have to take the high road. Sometimes there is just no point in arguing or pointing out an error or giving someone the satisfaction of reacting to his or her behaviour. Pick your battles carefully and try not to let the little things bother you.

- **You know what they say about A-s-s-u-m-e.** Do not underestimate people or take them for granted. Make sure you have all the facts and if you don't know something, ask!
- **The sky is falling.** Do not always assume the worst. One of the reasons we often find ourselves on the defensive is because we have a tendency to jump to conclusions. Think about what goes through your head when the boss' number shows up on your home call display. The same applies to being approached by a client who may not seem in a good mood. We assume the worst and we're automatically on the attack.
- **Never better late than never.** There is no such thing as fashionably late. If you will be late, call! There is nothing more disrespectful than taking someone else's time for granted. Being late and then making excuses or even worse, making no apology, does not leave a positive impression.
- **Breathe deeply.** That is, pause purposefully. Take a moment to compose yourself and gather your thoughts when you walk into a new situation or environment. This allows you to take a deep breath, think productive thoughts and present yourself in a positive light.
- **Opps! Ballistic podiatry.** Be mindful of where you are and who may be listening or watching. Be very careful about letting that negative energy out. Temper, temper! A burst of tension expressed by slamming the door or kicking the vending machine can leave you with some explaining to do if witnessed by the wrong person. Similarly, don't speak negatively in the elevator or corporate washroom, the parking lot, the corner store by the office or even the staff lunchroom.

# Listen Up

We've all heard that the best conversationalist is a good listener, right? Oh, I'm sorry, did you say something? Well, it is indeed true that one of the most respected but least practised polite behaviours is listening. Customers and co-workers alike would agree that problems could be solved more quickly and a lot more could be accomplished if people would just listen. What constitutes a good listener? Here are some tips:

- **Be sincere!** If you are not really interested or it is just not a good time, say so. Show others the respect of not wasting their time. If you do initiate a conversation or ask a question, focus on the speaker and make a sincere effort to listen to the response.
- **Use your body.** Your body language should show interest. Make direct eye contact as you listen, and smile or nod if you agree with what is being said to encourage the speaker to go on. Don't fold your arms across your chest or fidget as both these behaviours can signal closed-mindedness.
- **Ask away.** Ask intelligent, relevant questions. Don't pretend to understand something if you don't and don't let a speaker go on and on about something if you haven't the foggiest idea what they're trying to say. It's far more courteous to stop the speaker and ask for clarification.
- **No Interruptions, please.** Do not interrupt unless absolutely necessary as in the case of seeking clarification. If you must interrupt, make eye contact and say the speaker's name and then your reason for interrupting. Make the interruption brief and do not take over the speaker's role unless the interrupted speaker indicates it's appropriate to do so. Keep in mind that inappropriate interruptions are not always verbal. Be careful not to sigh, groan, roll your eyes, shift your weight or change your posture in such a way as to indicate a non-verbal interruption.
- **Wait your turn.** Take turns when communicating in a group discussion. Do not monopolize the speaker's role. It is not always fundamental to take a turn speaking about every topic. Show consideration for others in the group by letting everyone share the limelight. If someone who is especially shy or rarely speaks up shows interest in a topic, maybe consider letting them have your speaking turn too.

- **Pay attention.** You are not listening if you are responding in your head while the person is speaking. Pay attention next time someone is speaking to you. If you notice you have started speaking to yourself in your head, analyzing what they've said or formulating your next comment, you're really not listening. Give yourself time to hear their complete thought and then formulate your response. This is a good way to avoid speaking in haste and saying the wrong thing too.

# Eight Key Points for Dressing for Success

1. **Keep it understated.** Allow your clothing to speak without shouting. You want the focus to be on you, not what you're wearing.
2. **Dress for the job you want, not the job you have.** Observe how your supervisor or other successful managers in the company dress and follow suit.
3. **Represent your company.** Whenever you deal with people from outside, you represent your company. Be prepared to look your best. Dress so that you represent them in the best possible light—whatever situation presents itself.
4. **Keep it neat.** Ripped jeans, split seams and the like are out. Good grooming starts from the ground up. Take a good look at your shoes. They should be spotless and polished.
5. **Keep it clean.** All your clothes should be clean and pressed.
6. **Hand high, hand low.** Don't reveal too much. The hand high rule applies to your hemline, which should be no higher than one hand width above your knee. The hand low applies to your neckline, which should be no lower than one hand width below your collarbone. Revealing clothing and see through fabrics send a sexual message whether intentional or not.
7. **Dress appropriately for the time of day.** If you are planning on going out for the evening, bring evening apparel with you, don't wear it to work.
8. **Don't be a fashion victim.** Following trends is not the best policy when it comes to work wear if it doesn't suit who you are.

Which of the following competencies would you value for your own development?

- More effective communication skills
- An ability to maintain composure in conflict situations
- Delegate skills appropriate tasks
- Responsible use of power
- Manage with integrity
- Develop the skills of others
- Encourage free thinking and creativity
- Concise and clear thinking
- Accept differences in others – embrace diversity
- Manage change effectively
- More visionary thinking
- Use time and energy more effectively
- Increased awareness of industry related issues
- Improve social skills and public relations practices
- Develop listening skills
- Accept and utilize constructive criticism

Revisit the list above and choose the top three qualities you respect or expect in those leading you.

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# Suited for Success

Studies show that polished professionals typically wear between 10–12 items. (Pfau Item-Count Inventory). More than 12 items can send a message of overdressed, unprofessional or too showy. Here is a list of items that would each count as one thing. As you review the list, think about how you would typically dress and consider how you could adjust your personal style to “fit” into the 10–12 item range.

- Hair colour (especially red or blond)
- Earrings
- Necklace
- Bracelets (each bracelet counts as one)
- Cuff links
- Tie bar
- Eye glasses
- Ring (each ring counts as one)
- Watch
- Decorative pins or broach
- Briefcase
- Nail polish
- Hair accessory – barrette or bow
- Tie
- Shirt
- Suit (matched)
- Jacket
- Pants
- Skirt
- Each different colour
- Each different weight of fabric
- Contrasting buttons
- Belt
- Shoes
- Coloured tights or nylons
- Visible pens
- Purses
- Cell phone or pager worn on person
- Pocket square (fabric)

# The Sharply Dressed Man

## Business Dress Guidelines for Men

Know yourself. What suits your height, weight, posture and state of mind, your personal style, may not be what suits everyone else. Stick with what works for you and you'll be more comfortable and more confident.

### Think about the details:

- Polish your shoes
- Wear dark socks with dark shoes and suit
- Iron your shirt
- Check that hems and buttons are in place
- Shave
- Think about how you smell
- Appropriate overcoat (should be long enough to entirely cover suit jacket)
- Choose a matching belt.

### Tips for men:

- Darker colors and monochromatic clothing sends a message of “together”, powerful and professional. Navy is the number one choice by professional men. Fewer patterns are better.
- Wool and wool blends are the best all-season choices for suit fabric. Natural cloth or material is always best for shirts.
- Always leave the bottom button of your suit undone to prevent buckling and sagging due to items, such as wallets, carried in your pockets.
- Trousers should be hemmed to the top of the shoe.
- Sleeves should be 5 inches from the thumb. It is appropriate to have  $\frac{1}{4}$  to  $\frac{1}{2}$  inch of shirt sleeve/cuff showing beneath suit jacket sleeve.
- When you fit a shirt collar, you should be able to slip two fingers between your neck and the buttoned shirt.
- Ties should be 3 inches at the widest part. The tip of the tie should fall to  $\frac{1}{4}$  inch below your belt.
- Try to always wear quality, polished leather shoes, lace up or slip-on, when you wear a suit. Wear socks the same color as the shoes. Belts should also match shoes.
- Less is more when it comes to jewelry for men and gold is more dressy than silver.

# Poised for Professionalism

## Dress Guidelines for Women

Research reveals that many business women today are dressing for failure. 65 to 70% of women with college and advanced degrees are dressing in ways that limit their upward mobility. (John T. Molloy, “New Women’s Dress for Success”).

### Dressing tips for women:

- A suit with squared shoulders suggests authority but shoulders should only extend one inch beyond your natural shoulder.
- Check that your garments are properly hemmed, free of stains and properly ironed.
- Check for loose buttons and buttons in place.
- Classic business length for skirts is 2 inches above the knee but you should choose a skirt length that flatters your leg. (Short legs – shorter skirts, long legs – longer skirt). Match colour of hose to colour of shoes and belt.
- Unnatural colours of hose or tights (turquoise blue, green and burgundy) are not appropriate for business wear.
- Light-weight wool, wool blends or gabardine and rayon blends are best for all-season suits. They are light weight and don’t wrinkle easily.
- Classic pumps are more appropriate for work. Slip on shoes or sandals are not considered professional.
- When choosing jewellery, less is more and it’s better to go with metals rather than plastics or other materials. Avoid dangling earrings and wear broaches on your lapel, not on your jacket.
- Try to avoid sheer fabrics for garments, especially blouses. Always wear neutral coloured undergarments.
- Do not carry a briefcase and a handbag. Wallets should fit nicely into your briefcase.
- One common mistake women make when dressing for business is wearing clothes that are too tight. If you gain weight, have your clothing tailored appropriately rather than squeeze into garments.

# Has Casual Friday Gone Too Far?

Attention co-workers! The beehive is out of style. So are Mickey Mouse ties and V-neck vests. No one looks good in lime green, spandex is for exercising in, white sports socks should not be worn with dress shoes, underwear should be worn “under” your clothes and baseball hats are not professional attire. Wouldn't it be great if you could actually post messages like this? What are people thinking when they look in the mirror in the morning? Don't they know that first impressions still matter? Statistics show that you have between 60 – 120 seconds to make a first impression and you certainly want it to be a good one. Your image, how you look, carry yourself and dress can speak volumes about your mood, energy level and attitude. In addition, people do make “capability” judgements based on their impression of your cleanliness, style and the appropriateness of your attire. Has casual Friday gone too far? The etiquette ladies say, yes! The decline in semi-formal, professional dress has unfortunately led to informality in behaviour and attitude as well. The best advice is to dress for work each day as if you were being interviewed, because in fact, you are being interviewed. Every day clients, co-workers and higher-ups will be observing and making judgments/decisions based on your appearance.

## Tips on dressing and Decorum

- Always remove your hat when indoors. Even business casual means that your baseball cap stays at home. Hats should not be worn in restaurants, meetings, church, receptions or places of work. It is a sign of disrespect. EXCEPTIONS: Indoor sporting events or for religious reasons.
- Do not wear open toes, sleeveless or revealing clothing in situations where a sit-down meal is being served or if you'll be in contact with clients. This includes associates homes, weddings, special events, the workplace or restaurants. It's just not good manners.
- “Casual” includes, khakis, sport shirts, sweaters, slacks, blouses and short skirts. The kind of clothes you'd wear shopping or to the movies. Some people get casual confused with very informal or “play” clothes like tank tops, cut offs, bathing suits, or T-shirts which should only be worn around the house or for “play”. Typically business casual means a tie is not required, however a collar is. Don't forget that casual clothes don't mean casual manners.

- Business people who dress business casual should remember that they will be in contact with clients who will make judgment calls on their first impressions. In the business arena it is much safer to be overdressed than underdressed.
- In determining what to wear each morning, take a minute assess the role you will be playing that day. The level of formality depends on whom you are interacting with and what your responsibilities will be.
- Remember when accessorizing that the black leather belt you wear with your black pants probably won't go with your white spring dress. People notice the details.
- Less is more when it comes to make-up, jewellery and perfume. You can make a statement about your style without being excessive. Most business people do not appreciate "trends" like facial hair, piercing or body tattoos. Hair colour should be natural, neat and clean.
- Do not chew gum. It is noisy and looks bad. If you are worried about bad breath, brush your teeth often and carry mints.

Dressing appropriately is imperative. You will be judged on your appearance, which includes how you dress, how you carry yourself and your body language. Don't forget first impressions and corporate image play a significant role in modern business interactions. A professional image is fundamental to surviving in competitive business arenas. Ask yourself these three questions when you get dressed:

1. Does this clothing fit me properly? Is it too tight, too loose or too short?
2. Does this article of clothing, pair of shoes, handbag look worn out or outdated? (You should not wear garments that are torn, patched or obviously mended to work, ever!)
3. Am I dressed appropriately for my position and responsibilities? Do not wear sneakers, tank tops, T-shirts or revealing clothing to work if you hope to gain the respect of your clients, peers or higher ups.

One hint with regard to business dress is to dress as though you hold a position higher in rank than where you actually are in the company. Dress for success!

# What is Elegant, Semi-Formal, and Business Casual Anyway?

So you've been invited to a high profile company function. Good for you, but, what are you planning to wear? When questions regarding types of formal wear arise, there are standard codes of dress depending on the situation. Read the invitation carefully and if you are unsure, call the host!

## **Business Casual**

Means a collar is required (at least have one available). A jacket and tie are not necessary but "real" shoes - meaning not sandals or golf shoes or running shoes will be necessary. Also hats, sunglasses and other "play" clothes are not appropriate. Don't wear anything you wouldn't be comfortable interviewing in, after all, if you are on company time, you are always "interviewing."

## **Semi-Formal**

A business suit and tie for men and a business suit for women are appropriate. Semi-formal attire is appropriate for any business function where attire is not specified. Men should choose conservative ties, no cartoons or loud patterns.

## **Formal**

A dark suit and tie for men and a dressy business suit for women is appropriate. Women may also wear dresses or pantsuits. The rule is generally that the more formal the event, the more covered up a woman should dress. Take a wrap or dress jacket if you go strapless or sleeveless. Choose dress fabrics like velvet or silk, which you would of course not wear to work.

## **Cocktail**

Business dress for men is always appropriate. A jacket and tie should be worn for the duration of the function. Woman may choose "cocktail" suits, shorter dresses or dressy pants. The mood is generally light-hearted unless the invitation states "formal-cocktail reception" where "formal" refers to dress and "cocktail" refers to the food and beverage source.

**Black Tie**

Typically you will receive a formal invitation for these events that will state that black tie apparel is required. A black tuxedo coat, black trousers, white tuxedo shirt, black bow tie and matching cummerbund are expected. Women should wear a formal gown, preferably long. A cocktail dress should be reserved for a cocktail style function.

**White Tie**

This style of dress is usually reserved for very formal, typically official or government occasions. Attire consists of a long tailcoat, usually white, but black is acceptable, with matching trousers. Women are expected to wear a very formal, definitely long gown.

# Choosing a Powerful Colour Palette

Colour is a very powerful thing. Colour can help set a mood, it can energize and it influences first impressions and emotions.

Understanding the underlying power of colour can be a useful tool in creating an image and presenting yourself positively.

## Red

This colour represents strength, courage, power, intensity and because it is the colour of blood, it is also described as a colour of strength. When you wear red people perceive energy, confidence and an assertive nature. Some people are intimidated by red and think people (especially women) dressed in red are unapproachable.

## Orange

This colour represents energy, enthusiasm, compassion and warmth. It is associated with a friendly and comfortable “homey” type person and atmosphere. People will notice you but they may not be intimidated. Orange suggests less value - dollar wise, but also suggests individuality.

## Yellow

This colour represents communication, creativity, the conscious mind and movements. It is associated with the element of air and the sun. Yellow stimulates awareness and emotion. Many advertisers use yellow because people have a tendency to remember people/things (especially in print) they see in yellow.

## Green

This colour represents health, prosperity, harmony, peace, balance and healing. When you wear green you will be perceived as fresh, natural and comfortable with whom you are with.

## Blue

This colour represents the thought process, mental activity and serenity. People perceive navy and darker shades of blue to be indicators of higher intellect, organization and status.

## Purple

This colour represents psychic awareness, sensitivity and the subconscious mind. Historically it is associated with royalty. When you wear dark purple you send a message of luxury and celebration. Lighter purples including violets and mauve are associated with femininity.

**Brown**

Brown solicits a warm, friendly response from most people. It is understated, elegant and suggests experience and confidence. All over brown and brown socks, in particular, suggest a “nerdy” quality.

**Black**

Black has long been a staple in business closets. Black says, “I’m prepared, sophisticated and a little mysterious.” It also suggests a “group” or team-oriented attitude and a willingness to fit in. Close fitting, tailored black suits solicit respect and seem to send a message of “I have arrived and I’m staying!”

**Grey**

Grey is recognized as “quiet and sophisticated.” It suggests a calm and secure person who demands authority.

**White**

Many people associate white with clean and pure. There is also a suggestion of “coolness” in terms of temperament and sometimes an aloof quality to white clothing. In business, white is acceptable as a contrast or detail colour but too much white signals insecurity, inexperience and youth.

# Managing Body Image

Here are some tips on managing your body image:

If you perceive yourself as too heavy:

- Try wearing darker colours and monochromatic outfits.
- Try avoiding bold patterns and horizontal stripes.
- Try wearing lighter weighted fabrics that skim rather than hug your body.

If you perceive yourself as too thin:

- Try adding larger simple accessories – wider belts, bolder neckties or necklaces to cause and distraction.
- Try lower heeled shoes.
- Try wearing cuffed pants.
- Try horizontal stripes and bold patterns.
- Try wearing pants that are a different colour than your jacket.

If you perceive yourself as too short:

- Try lifts or higher heels.
- Try monochromatic looks in darker colours.
- Try tailored suits.
- Try smaller accessories.
- Try shorter skirts or longer jackets for women.

If you perceive yourself as too old:

- Try covering gray hair or going one shade lighter than you usually wear.
- Try updating your accessories.
- Try wearing a light colour other than white next to your face.
- Try wearing more tailored, fitted clothes.

# Let's Face It!

Let's face it, no matter how great your suit is; people will probably look at your face first. They are probably going to remember your face before they remember your name and your smile will be their first clue as to your approachability. Most of us are stuck with the face we have but there are ways to accentuate the positive.

## Find a Mirror

Find a mirror and really look at your face. Write what you see.

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## The Eyes Have It

- Check if you look tired. If so, try a little moisturizer around your eyes to soften fine lines (this works for men too). If whites of eyes are red or look tired, try Visine or moisturizing eye drops.
- Choose eyeglasses that suit your face. Typically more subtle frames are better. Dark frames and thick lenses draw attention to your eyes.
- Both men and women should make sure their eyebrows are well groomed and pay attention to their facial hair. For men, less hair is always less distracting.
- Women should be careful not to use too much makeup, which makes lids look heavy.

## Practice Your Smile

- Smiles should be open mouth with teeth showing. If you normally smile with your lips pursed or closed tightly, you may be sending the wrong message.
- If you are nervous or self-conscious about smiling because of your teeth, think about whether it's a problem you can fix and set a goal to do so. Your smile is one of your most important assets.
- A light toned lipstick with a blue base will help teeth look whiter for women and men might try wearing white shirts that are a tone lighter than their teeth, off-white is even better.
- Smile with your mouth and your eyes. This takes practice but it's well worth it.

## Frame it

- Lighter coloured hair makes skin look younger and shorter hair makes hair seem thicker. For women, tightly drawn or pulled back hair is more formal and serious. For men, longer hair is considered informal. Hair should look natural, be clean and well trimmed.

# Professional Demeanor

Studies show that casual attire often leads to casual attitude and that an overall impression of respect and courtesy in the workplace is exhibited through a combination of attitude, image and demeanor. Accordingly, modern business dress codes also include guidelines for demeanor. Because there has been a tremendous decline in common sense in some workplaces, behaviours that seem obvious are included so that there is no room for misunderstanding between employers and employees.

## **Behaviours to avoid when presenting a professional image:**

- Being late to work and/or scheduled workplace meetings and events.
- Harsh tone or rude gestures directed towards peers or higher ups.
- Using inappropriate language.
- Lounging (i.e. putting your feet up on desks, lying on the floor, or any other general slovenly behaviour).
- Chewing gum.
- Baseball caps, hats and other headgear including sunglasses are to be removed when in the workplace environment.
- Personal hygiene in workplace including at your desk, things like filing nails, combing hair, shaving, applying make-up etc. These activities should be conducted in the washroom only.
- Personal telephone calls, e-mail correspondence or visits on company time.
- Eating in workplace areas where clients visit and/or at your desk or workspace at non-scheduled times. Foods that have a strong smell, are messy or noisy to eat should be avoided. (Coffee and/or other non-alcoholic beverages are allowed).
- Coming to work or meetings unprepared or deliberately leaving others unprepared.
- Gossiping, badmouthing and general negativity.
- Ignoring co-workers or encouraging/prolonging strife and stressful situations.

# Self-Assessment – Professionalism

Answer true or false to each of the following:

- When a project is complete you should take as much credit as possible, people need to know how much you contributed.  
True                  False?
- To ensure a deeper bond with employees, you should share your personal problems with them. They will feel included in your life, which is important to team building.  
True                  False?
- Whenever possible, you should refuse to listen to gossip and discourage others from passing it along  
True                  False?
- Using your dress and decorum to emulate the style of a person you aspire to be is a smart thing to do.  
True                  False?
- If you are the boss, it is important to keep employees on their toes by interrupting discussions, challenging ideas and questioning decisions. You must always have the upper hand.  
True                  False?
- Joining in an ongoing “complaining session” is necessary occasionally so subordinates will know you can relate to their troubles.  
True                  False?
- When you are sending employees to represent the company it is their responsibility to look and act professional. There is no need to “coach” someone - they are adults and can figure it out for themselves.  
True                  False?

- As the boss, you have earned the right to come in late, leave early and take long lunches. Working hard years ago should allow you to have privileges throughout your career and you should not have to justify your behaviour.  
True            False?
- Adapting your speech style to the people you work with shows you respect and appreciate communication differences.  
True            False?
- When you have a problem with an employee, email them. That way you both can handle criticism indirectly.  
True            False?

# Personal Competency Assessment

Which of the following competencies would you value for your own development?

- More effective communication skills
- An ability to maintain composure in conflict situations
- Delegate skills appropriate tasks
- Responsible use of power
- Manage with integrity
- Develop the skills of others
- Encourage freethinking and creativity
- Concise and clear thinking
- Accept differences in others-embrace diversity
- Manage change effectively
- More visionary thinking
- Use time and energy more effectively
- Increased awareness of industry related issues
- Improve social skills and public relations practices
- Develop listening skills
- Accept and utilize constructive criticism

Re-visit the list above and choose the top three qualities you respect or expect in those leading you.

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# What's Your Social IQ?

What is the difference between Continental and American style dining?

- American style; the knife is used only for cutting and held in the right hand for right handed people.
- Continental style; the knife remains in the left hand and the fork in the right hand for right handed people.
- American style; the tines of the fork face downward when bringing food to your mouth.

When do you place your napkin on your lap?

- Immediately after sitting at the table
- When your good arrives
- After the host or guest of honour

You may butter your roll or bread while holding it in your hand.

- True
- False

Your bread plate is the one on the left or the right?

- Left
- Right

When you are the guest of honour and the toast is to you, you do not take a drink or make a toast to yourself.

- True
- False

Between bites or spoonfuls, where should utensils be placed?

- On the table, beside the plate
- On a saucer or side plate
- The entire utensil should be placed on an under plate or service plate

Can I send an e-mail as a thank you after a lunch meeting?

- Sending an e-mail thank you is all that is expected
- The hand written note is always the best option
- Just call... it takes so much less time

Should a man or a woman initiate a business handshake?

- The most senior person by age
- It does not matter – just do it
- Whoever invited the guests should initiate handshakes

How long does a person have to return business phone calls?

- Business calls should be returned within one hour
- A maximum of seven days
- Each person needs to establish their returning calls policy

If invited to a function where I will not know anyone except the guest of honour, whom am I allowed to bring?

- No one, unless the invitation explicitly states “and guest”
- A client or friend who may know the guest of honour
- If you are uncomfortable alone, don’t attend. Send a note of regret

At a business lunch, who should pay the bill?

- Always split it down the middle
- The person who did the inviting should pay the bill
- The person who makes more money should pay the bill

When I am wearing a nametag, it should be on my right lapel

- True
- False

A good hand shaker maintains hand contact until an introduction is complete

- True
- False

How would you introduce your boss to your spouse at a work related event?

- Mr./Ms/Boss, I’d like you to meet my spouse
- Spouse, this is my boss Mr./Ms/ Boss
- Spouse, I’d like to introduce Mr./Ms Boss

What do you do if you forget someone's name when you are being introduced?

- Fake it and avoid having to say their name
- Apologize and ask them what their name is
- Excuse yourself and rush away

If a colleague of yours joins your table, are you obligated to introduce them to everyone at the table?

- No, you just need to say Hello and speak to them yourself
- No, this is up to the host to do
- Yes, even if you do not know everyone at the table

During office hours it is appropriate to address all co-workers, regardless of their rank, by their first name.

- True
- False

When you voicemail co-workers located in the same building, it is not necessary to leave your name.

- True
- False

Business casual means a man's shirt should have a collar.

- True
- False

Chewing gum is a good habit to get into if you want to keep fresh breath.

- True
- False

A co-worker has been discussing confidential client issues over a casual lunch with other associates, what would you do?

- Change the subject
- Excuse yourself and ask the co-worker to join you for a minute
- Interrupt him/her and tell them they're breaking the rules

# Professional Image Assessment

I would describe his/her attitude about his/her own appearance as:

- Very confident     Quite confident  
 Could care less     Not confident

I would describe his/her posture as:

- Poor                       Lazy  
 Good                       Okay

If I had to describe his/her style in one word it would be

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I think his/her greatest physical attribute is

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When talking about weight, I would describe him/her as:

- Too thin                   Just right  
 Average                   A little overweight  
 Heavy

I would describe his/her overall level of comfort with his/her image as:

- Not very comfortable  
 Comfortable/satisfied  
 Very comfortable  
 Looking to change  
 Not looking to change  
 Not willing to change

I feel that he/she could improve his/her professional image by:

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If I were guessing, I would say other people think he/she is \_\_\_\_\_ years old.

One nonverbal quirk, habit or characteristic I noticed he/she has is:

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The non-physical positive attribute I admire most about him/her is:

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