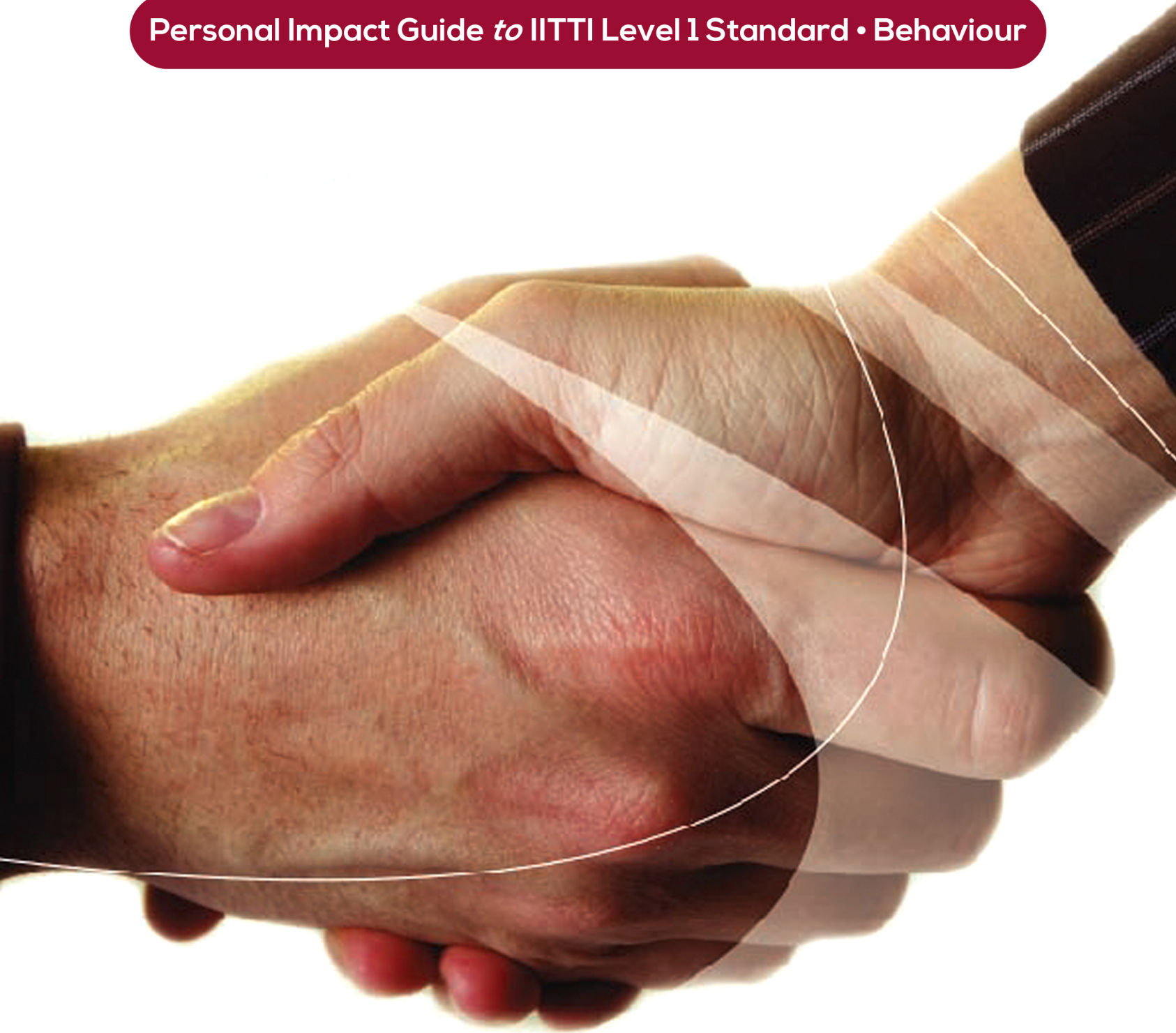


MINDING YOUR MANNERS

everyday matters

Personal Impact Guide *to* IITTI Level 1 Standard • Behaviour



Minding Your Manners

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CONTENTS

| | |
|--------------------------|----|
| Introduction | I |
| Manners to Live By | |
| Do's and Taboos | 3 |
| Odour Etiquette | 5 |
| To Meet and to Greet | 6 |
| The Art of Introductions | 8 |
| What's in a Name | 9 |
| Courteous Titles | 10 |
| The Telephone | 12 |
| Mobile Smart Phones | 14 |
| Correspondence | 17 |
| Tipping | 18 |
| Gift Giving | 20 |
| Smoking | 21 |
| Pregnancy & New Parents | 23 |
| Strictly Business | |
| Do's and Taboos | 24 |
| Networking | 25 |
| Business Cards | 26 |
| Business Topics | 27 |
| Meetings | 30 |
| Job Interviews | 32 |
| Non-Verbal Communication | |
| Eye Contact | 34 |
| Interpersonal Space | 35 |
| Suggested Reading | 36 |

INTRODUCTION



Makeup and fashion have been my passion ever since I was a little girl. Growing up, one of my favourite things to do was play dress-up in my mother's clothes. My friend's mother was the local Avon Lady (as they were called in the 1960s) and one day my friend showed me her mother's makeup kit. Fascinated by all the colours and textures, we decided to try them out. With the makeup and clothes, our looks were complete! I was in heaven. At least until our mothers found out.

Over the years, my interest in personal presence expanded. What is it that makes some people stand out? Is it just makeup and clothing, or is there more to it? The search for these answers took me on a journey down many roads over the years. I became fascinated by image and perception. Following my passion, I completed the John Casablancas Professional Modeling Program, the Vancouver Community College Esthetician School Program, the John Casablancas Professional Makeup Artistry Diploma as well as the Marketing & Public Relations Program at the British Columbia Institute of Technology (BCIT). Combining all my talents and interests, I was honoured to become the first certified image professional (AICI, CIP) in Western Canada through the Association of Image Consultants International.

As the founder of Personal Impact, International, I have over 25 years' experience in the arenas of Personal Appearance, Personal Branding and Professional Marketing. My clientele is varied and ranges from stay-at-home moms to business executives. I offer a broad range of experience and in-depth knowledge to men and women of all ages, in all industries. I am committed to helping others improve their quality of life through self-awareness, personal change and affirmative growth.

In today's fast paced world, there is no second chance to make a good first impression. Even though most of us would like to be judged solely on our merit, our ability and our personality, the reality is that we are initially judged by the image we present. And this perception will affect how others react and respond to us. I have learned that anyone can have a great image and presence. With a little tweaking in one or more of the areas that represent personal image, you can make a more positive impact on others.

There are 8 special reports in this series that cover personal care, makeup, wardrobe planning, business dress, dining etiquette, communication and manners. Throughout this series, I will show you how to reach your personal and professional best in an upbeat, non-threatening manner. I hope you enjoy learning about these topics as much as I have.

WELCOME TO MINDING YOUR MANNERS EVERYDAY MATTERS

Congratulations on your purchase of this official study guide for the Business Behaviour component of the IITTI Level I Basic Exam. Our goal in writing this study guide was to cover the content of the test, as well as providing additional points of interest that will help you in both your business life as well as your social interaction.

As a child, my parents made it very clear to me that manners, etiquette and civil behavior were important values. Over time I found that manners and etiquette were essential at school, at work and in all aspects of life to maintain a civil society. Later, as an image & etiquette consultant I discovered that one of the biggest concerns among employers is that, even though employee candidates may have the technical skills, they often lack the soft skills – particularly in the area of business etiquette – needed to excel in their career. This adds a whole new dimension to employee competition in the hiring process.

IITTI Business etiquette standardization is one of the key components to becoming successful. It eliminates confusion for both the employer and employee.

Etiquette is defined by the rules we live by, established over time to create civility as society evolves. As we become more and more global these rules often become blurred due to different cultural beliefs, geographical locations and economic backgrounds. This can make the boundaries of etiquette unclear, unless you have an adaptive understanding of each individual society; and it can lead to miscommunications affecting not only your social interaction but also your business success in our competitive global economy.

Because of this, the role of manners has become even more important. Manners are based on courtesy, polite behaviour and consideration for others. In other words, manners, are about human relationships. In business, 'Minding Your Manners Everyday Matters' bridges the gap between rules and courtesy, and conforms to the Institute of Image Training & Testing (IITTI) International Standard for business etiquette, providing dos and don'ts for every situation.

For those of you who plan to sit for the IITTI Level I exam, Minding Your Manners Everyday Matters is your study guide for the Professional Behaviour component of the IITTI Level I certification exam.

What is IITTI Certification?

The Institute of Image Training & Testing International www.iitti.org is an international non-profit organization dedicated to global business etiquette standardization.

IITTI (pronounced "ET"), is a standardized, independent testing system for business image and etiquette. The IITTI certification serves as the 'ISO' system for corporate image and etiquette standards. It provides a uniform way for employers and job-seekers to measure soft skills that are critical to business success.

International business etiquette is a key component to being successful in today's highly competitive global environment. This guide provides everything you need to know to for the personal appearance component of the exam. One of our main objectives in writing this guide was to cover the content in the exam. We don't want to waste your time. This guide is fast paced and fluff-free. We suggest reading through it a number of times, as repetition is an important part of learning new information and concepts.

Need more help? Contact us at www.personalimpact.ca to learn about our online and in person training.

Manners to Live By

DOS AND TABOOS

The 'Golden Rule' states "Do unto others as you would have them do unto you." In other words, treat others as you would like to be treated. Although etiquette was established as a way of creating civility and order in society, manners are about human relations. When we are considerate of others, we get along better and people generally are more likely to want to interact with us. Consideration of others' needs and comforts, as well as a show of respect, is the basis of manners to live by.

The following basic etiquette tips demonstrate good manners and social gaffes.

Good Manners

- Show respect and courtesy by saying "please" and "thank you" when the opportunity arises.
- If you get to the door first, hold it open for those coming immediately after you and especially for those whose hands are otherwise occupied. In the case of a crowd, go through the door when it's your turn and make sure it doesn't slam on the person coming behind you.
- When entering an elevator with a group, be aware of and enter in the order of your own destination. If your floor is one of the last, get on first so that you are at the back of the elevator. If your floor is one of the first, get on last so that you are at the front of the elevator. Leave the doorway clear for people getting on and off; you may need to leave the elevator and hold the door to facilitate this.
- On public transportation, if you see someone less able-bodied than you who requires a seat, offer yours.
- When sharing an umbrella, the taller person holds it.
- Offer the best seat to your guest, rather than taking it yourself. In a car, the front seat is usually considered the most desirable.
- When parking a car, park evenly between the lines to allow room for other cars. When parking on a street, be aware of driveways. Do not park in front of a driveway. If there is room for 2 cars between driveways, allow room for a second car. Unless you are disabled, do not park in handicapped parking.
- If you borrow a car, return it full of gas, washed, with a thank you note.
- Dress according to the occasion.

Did You Know?

During the 1600–1700's the French nobles created a list of proper social behavior called 'etiquette'. This code of behavior soon spread across Europe and eventually the Western world.

Social & Business Gaffes:

- Picking any body orifice including your nose.
- Biting your nails.
- Making bodily noises.
- Using a cell phone at your restaurant table, in a theatre or indiscreetly in any public place.
- Using a portable device when socializing with others.
- Spitting; on the ground, in garbage cans, in drains or anywhere.
- Applying makeup or combing your hair in public.
- Placing you belongings in another person's space.
- Taking or borrowing item's without the owner's permission.

Did You Know?

During Victorian times it was considered unbecoming for anyone to sit with their legs crossed

ODOUR ETIQUETTE

Whether at work or socialising being in closed quarters with others can be uncomfortable, especially when unsatisfactory odours accompany them. Here are three odours to consider when sharing space with others:

Food & Beverage

- Busy schedules and special diets often mean brown-bagging it or ordering in. When deciding what to eat, consider your neighbours. While strong smelling foods may be appealing to you, they may not be appealing to the person sitting next to you, or the person down the hall. Whenever possible, choose food items with more subtle odours, or odours that don't linger.

Body & Hygiene

- Body odour is not only social killer; it can make the person sitting next to you at work feel ill. Although it can be caused by lack of hygiene or dental care, it is often as result of diet, health issues, smoking, or just too many hours cooped up at your desk. Before heading for the office in the morning or after your noon workout, take the time to take a shower and wash. Brush your teeth after meals, and don't forget to floss and gargle – especially before important meetings.

Fragrance

- Although fragrance can enhance our mood and the mood of those around us, it doesn't mean those around you will appreciate it like you do. For some it can cause allergic reactions, headaches and nausea. And many people just don't like the smell of additional fragrance – especially considering the amount of fragrance found in basic body products such as deodorant, lotions, soap, shampoo and hair products. Before you leave for work, consider those who will be near you and apply your fragrance subtly or not at all. In North America, many companies are now adopting fragrance-free office policies. If in doubt, ask about the expectations at your office or the offices you visit. Consider those around you and remember, a little goes a long way.

TO MEET & TO GREET

When meeting and greeting, be sincere and stick to the rules of etiquette. This is an easy 1-2-3:

1. Make eye contact
2. Smile, and
3. Shake hands, repeating the person's name in the greeting. For example, "Hello Mary. It's nice to meet you, I am..."

The most formal greeting is, "How do you do, Mary, I am..."

The reply to "How do you do," is "How do you do."

The Handshake

As society becomes more and more global, the role and rule of the handshake also becomes more and more blurred. Even though most cultures would agree that a handshake is the most universal greeting in a business setting, each individual culture has its local customs and its own interpretation of the ultimate greeting. Because of this, it is important to take the time learn about the one thing that is agreed upon internationally, that the handshake is appropriate in any business setting upon meeting and before leaving.

If you would like to meet someone, when approaching that person:

1. Make eye contact and smile.
2. Introduce yourself with your first and last name. If appropriate, state your relationship to the host.
3. Shake hands firmly, web to web. Lean into the handshake. Hands should be vertically parallel. Although the number of handshake pumps will vary depending on culture. A handshake of 2-4 pumps is most universal. This shows confidence and sincerity

Did You Know?

*The most formal greeting is,
"How do you do, Mary, I am..."
The reply to "How do you do," is
"How do you do."*

Handshakes to Avoid!

- ✗ The bone-crusher – some people have no idea how strong their grip is. Any aggressive clasp should be avoided.
- ✗ The limp handshake (sometimes called the dead fish) – gives a less-than-confident, wishy-washy impression. And can also be perceived as weakness.
- ✗ The power grip (when someone grips with their hand on top) – in body language this indicates that the person perceives him/ herself as more important. A palm down handshake can be conveyed that you are trying to get the upper hand.

- ✗ Softly grabbing the fingertips only – this can be a cultural difference, not unusual in some Asian cultures; in western society we prefer web-to-web hand contact.

Handshakes that May Come on Too Strong!

Business handshakes should remain formal, unless you have developed a social relationship with the person you are greeting. Better to save these next handshakes for friends and family only, or you may be perceived as inappropriate.

- ✗ 2-handed handshake (when you cup both hands around the other persons hand) – very comforting and friendly.
- ✗ Other hand touching – keep your non-shaking hand to yourself. Avoid shaking hands while holding the other person's elbow or shoulder: too friendly for business



Additional Tips to Meet and Greet

- The person of higher rank or title should initiate the handshake.
- If you are unable to shake hands say, “I’m very glad to meet you; I’m sorry I’m not able to shake your hand.” (An explanation may follow.)
- When getting the other person’s name, make sure you have heard the name clearly and are able to pronounce it properly. Ask for clarification if needed. If you accidentally pronounce their name incorrectly or use the wrong name when making an introduction, apologize and say their name correctly.
- If you are sitting when someone approaches you, stand in order to shake hands and greet them with a smile. (E.g. when a guest enters your office or when someone greets you in a restaurant.)
- Ask questions to start a conversation. Open-ended questions allow the other person to elaborate on the answer. (E.g. Questions that begin with the words *when*, *what*, *where*, *why*, *who* and *how*.)
- Find out who they are and what they are interested in. Discover what they know, what they need, etc.
- Nobody enjoys a conversation where one person monopolizes it. Don't talk about yourself unless asked.
- If someone gives you information or help, give prompt and sincere thanks.

Did You Know?

It was Julius Caesar who instructed all of his Roman subjects to adopt the right handed handshake. He was left handed.

THE ART OF INTRODUCTIONS

- When making introductions in business, the person of lower rank or title is introduced to the person of higher rank or title. The easiest way to do this is to face the person with the highest title and say their name first. *“Mary, this is Dave Green who will be joining us as an administrative assistant. Dave, Mary White is the President of our company.”*
- When introducing a client and a colleague, a colleague should always be introduced to your client first, regardless of rank. *“Glen, I’d like you to meet my colleague Bill Black. Glen Green is President of XYZ and will be working with us.”*
- When making social introductions, we take title and age into consideration. If there is no title, the younger person is introduced to the more senior person. *“Grandpa, I’d like to introduce my friend Bill Brown.”*
- When making social introductions, the person better known to you is introduced to the person less known to you. *“Susan, please come in. I’d like you to meet my coworkers Jane Smith and John Jones. Susan is a friend from college.”*
- When making introductions with someone in public office or in an official position, they are considered the most important. The non-official is introduced to the official. *“Mayor Davies, may I present our host, Sam Chen.”*

WHAT'S IN A NAME?

A name is a label used to distinguish one from another. Since most of us use the name we were given at birth, it makes sense that we may be very attached to our names. Listen carefully during introductions. If needed, ask for clarification.

Which Name

- In Western cultures, the person in seniority gives permission for first names to be used. If the first name is used, both parties use them. For example, if your doctor uses his or her first and last name in the introduction and calls you by your first name, you may call them by their first name.
- Use the person's name as they have used it in the introduction. Don't shorten names without asking permission first. For example, do not refer to someone named 'Robert' as 'Rob' unless that is how they introduced themselves. Ask permission to use a nickname you have heard, in case the person does not appreciate the alternative.

Titles

- A married couple who has the same surname:
A married woman with the same last name as her husband can be referred to as "Mrs." or "Ms." For example, Mr. Bill and Mrs. Mary Jones or Mr. Bill and Ms. Mary Jones.
- A married couple who use different surnames:
"Mrs." refers to "wife of". If a woman has kept her own last name, she is "Ms.", not "Mrs." For example, Mr. Joe Smith and Ms. Sue Parsons.
- Single women:
A single woman may be referred to as "Miss" or "Ms." If she uses "Ms.", she would continue to use this title upon her marriage. If she uses "Miss", she may use the title of "Mrs." upon her marriage, provided she has taken her husband's name.

Did You Know?

During the 1800s a man could not speak to a woman until she acknowledged him.

Remembering Names

In the event of a chance encounter when you have forgotten a name, politely say something such as, "I apologize, would you please remind me where it was that we met," or "I'm sorry, I have forgotten your name. Would you please remind me?"

If you greet someone who proceeds to look at you blankly and does not seem to remember who you are, simply remind them by saying something such as "Hello, you may not remember; we met at _____. My name is _____."

COURTEOUS TITLES

Canada

| Position | Reference | Conversation |
|--------------------------------|----------------------------------------------------------------------------|--------------------------------------------|
| Governor-General | His / Her Excellency The Right Honourable__ | Your Excellency |
| Prime Minister | The Right Honourable__ | Mr. / Madam Prime Minister |
| Members of Parliament | The Honourable__ | Mr. / Madam Minister or Mr.__ / Ms. __ |
| Senator | The Honourable | Senator |
| Chief Justice of Canada | The Right Honourable__ | Mr. / Madam Chief Justice |
| Ambassador | His / Her Excellency (for non-Canadians) Ambassador (for Canadians) | Mr. / Madam Ambassador or Mr.__ / Ms.__ |
| Lieutenant Governor | His / Her Honour, The Honourable__ | Lieutenant Governor__ |
| Premier of a Province | The Honourable__ | Mr. / Madam Premier or Premier__ |
| Member of Legislative Assembly | The Honourable__ | Mr.__ / Ms.__ |
| Mayor | His / Her Worship | Mr. / Madam Mayor or Mayor |

United States

| Position | Reference | Conversation |
|----------------------|--------------------|--------------------------------------|
| President | The President | Mr. / Madam President |
| Vice-President | The Vice-President | Mr. / Madam Vice-President |
| Speaker of the House | The Honorable__ | Mr. / Madam Speaker |
| Chief Justice | The Chief Justice | Mr. / Madam Chief Justice |
| Cabinet Member | The Honorable__ | Mr. / Madam Secretary or Secretary__ |
| Attorney General | The Honorable__ | Mr. / Madam Attorney General |
| U.S. Senator | The Honorable__ | Senator or Senator__ |
| U.S. Representative | The Honorable__ | Mr. / Ms.__ |
| Ambassador | The Honorable__ | Ambassador__ |
| Governor | The Honorable__ | Governor or Governor__ |
| State Senator | The Honorable__ | Senator__ |
| Mayor | The Honorable__ | Mayor__ |
| Judge | The Honorable__ | Judge__ |

United Nations

| Position | Reference | Conversation |
|-------------------|----------------------|-------------------------------|
| Secretary General | His / Her Excellency | Mr. / Madam Secretary General |
| U.N. Ambassador | His / Her Excellency | Mr. / Madam Ambassador |

THE TELEPHONE

For many of us, the telephone is still the primary source of communicating with others, especially at work. With no visual clues, your words and the tone of your voice are extremely important. A little telephone courtesy can go a long way to make you stand out, whether you are using a landline or a portable telephone device.

- Answer all incoming phone calls before the end of the third ring, or as required by company policy.
- When answering the phone, smile! The caller can hear it in your voice. Speak slowly and clearly, so your caller can understand you easily.
- Always ask the caller if it's alright to put them on hold. If needed, give progress reports every 30 to 45 seconds. If you think it will be a while before you can take the call or transfer the caller to the right person, offer to call them back instead.
- When transferring calls, ask first. And always tell the caller to whom they are being transferred. Make sure you are transferring them to someone who can help them. Always give the caller choices in this situation.
- Don't eat or chew gum while on the telephone.
- Speakerphones should only be used when you need more than one person to be in on the conversation at your end. Always make sure the person on the other end of the phone knows that they are on speaker.
- Thank the person for calling before disconnecting.

When taking messages, get:

- The caller's full name and spelling
- The caller's company (if applicable)
- The caller's telephone number
- A detailed message.
- The time and date of the call

Using Your Voicemail

Voicemail systems are set-up and used in most business telephone systems, personal landlines and portable phones in North America. They are considered to be an important timesaver for the caller.

- The voicemail outgoing message should be short and to the point, giving callers pertinent information such as your name, your company name and when you will be returning the call.
- If you include the date in your voicemail message, make sure you update your message daily.
- Don't keep callers waiting. Return your calls within one business day.

When making a phone call

- Identify yourself and your business (if applicable)
- State the purpose of your call and stay on track
- Ask if it's a convenient time to talk
- Be prepared with an agenda

Did You Know?

In the 1870s Elisha Gray and Alexander Graham Bell both designed a telephone. Bell had his design patented first.

Leaving a Message

- When leaving a message on voicemail, leave sufficient information to cut down on "telephone tag."
- Never assume that the person you are calling has your number. You should always include it in your message.
- If you anticipate that you will be difficult to reach, indicate some options of when and how (if other mediums are available) might be good to return your call.

Inappropriate Behaviour on a Business Telephone

- Don't eat or chew gum while on the telephone
- Don't carry on a secondary conversation while on the telephone
- Don't multi-task while on the telephone (unless required for the conversation)
- Don't leave the caller on hold for more than 45 seconds (or as company policy dictates)
- Don't make social calls from a company telephone

MOBILE SMARTPHONES

Smartphones are everywhere, and used all the time. Over the past few years, smartphone use and misuse has increased to dangerous levels; they now cause everything from general disturbances to road-rage. As technology evolves, so must our manners. A little techno-courtesy and a little common sense can make the technology experiences more pleasant for you, the receiver, and the people around you. When using mobile phones, be courteous and consider the following:

- For many, the portable telephone has become the primary source of communicating with others for business. With no visual cues to look for, your words and the tone of your voice are extremely important.
- Use the same courtesy and enthusiasm you would on a business landline; when answering the phone, smile! The caller can hear it in your voice. Greet the caller professionally with your name. Speak slowly and clearly, so your caller can understand you easily.
- Keep the tone of your voice at a moderate level. Cell phones generally have great reception, so there is no need to yell into the phone. Avoid noisy background interference whenever possible.
- Keep your distance. Don't disturb people around you while talking. Keep calls quick and to the point. Chat on cell phones when you are alone, not in public.
- Personal matters are personal. The public doesn't need to hear your discussions with a client or a loved one.
- Speakerphones are only to be used when more than one person needs to be in on the conversation. Always make sure the person on the other end of the phone knows that they are on speaker.
- Quirky ring tones can be very annoying. In a business setting, business means business. Set phones on silence, vibrate, or use a traditional ringtone; preferably on a quiet setting, especially when indoors.
- If the line is disconnected during a call, the person making the call should immediately call back.
- In a business setting, personal cell phones should be turned off.
- In many cities in North America, it is illegal to drive while talking or texting. Use hands-free devices while driving, for your safety and to alleviate the aggravation of those driving next to you.

Just because they are portable, doesn't mean you should use them at anytime. Talking, checking and responding to email, text messaging, or planning your day on a portable device at **any time** may be disturbing to others. Mobile phones should be turned off in the following circumstances:

- During a meeting, public event, lecture or in a classroom
- Restaurants (unless you are alone)

- Places of worship, weddings & funerals
- While watching a movie, play, or any kind of performance
- In someone else's home or office (Do not abandon your host or guest to check your phone.)
- Public places where you may be disturbing others, such as public transportation or elevators
- Hospitals
- Any time you may be disturbing others

Text Messaging

- When text messaging for businesses purposes, it is reserved only for casual communication and should be kept brief and to the point.
- When texting anyone for the first time, identify who you are, since they may not have your contact information saved in their mobile telephone.

Email

For centuries, handwritten letters delivered by messenger or post were the only form of written correspondence. Over time, typewriters became the norm, but the delivery system remained the same. Now, with the explosion of texting and email, correspondence is sent at lightning speed. Even though electronic correspondence can be a real time-saver, it is still a form of written correspondence. Business correspondence should be written with the same formality as a business letter. This makes email a better option than text messaging.

- The subject in the "subject" box reflects the content of the email. Keep it short, concise and clear. When corresponding over several emails, change the subject as the subject changes.
- Use salutations, just like a letter... 'Hey, bro,' just doesn't cut it.
- It's easy to whip off a quick email, but remember to pay attention to spelling and grammar so that you are clearly understood.
- Your email signature takes the place of the company return address in a letter. Include: your name, title, company name, company telephone number, your direct line and/or mobile number, and fax number. Have your signature attached to a reply as well as the original email. This will keep your contact information at the receiver's fingertips.
- 2:00am? 2:00pm? EST? PST? Times and zones can cause confusion. Be clear about dates and times when referring to them.
- Don't have the answer? Don't postpone; respond instead. Let them know when they can expect your response.

- Remember to use your manners, like you would in a verbal conversation. Things like 'please' and 'thank you' can make a big difference in an email.
- Don't send sensitive information by email. Accidents do occasionally happen.
- Emails should be brief and to the point. Be respectful of other people's time; do not send junk-mail, chain letters or jokes.
- It's easy to whip off a quick email, but remember to pay attention to spelling and grammar so that you are clearly understood.
- Do not use all capital letters in an email message: IT COMES ACROSS AS SHOUTING.
- If you are sending an email to a group, and the individuals do not need to know who else is receiving the email, use the "blind copy" box to type the email addresses. This prevents peoples' email addresses from being sent to others.
- Your email signature should include: your name, title, company name, company telephone number, your direct line and fax number.
- Address people as Mr. or Ms. unless they specify a different title in their signature or signoff.
- Respond to emails in a timely manner. Either right away or, if it will take longer to obtain information, within 48 hours reply that it will take longer to obtain the required information.
- When emailing for formal business purposes do not use text message abbreviations or emoticons.

Did You Know?

The evolution of email, as we know it today, started in the mid 1970s.

Social Media

Social media should be treated as an open display of information that is accessible by anyone, at any time. Think before you post, and refrain from posting anything that you wouldn't want your current employer, your future employer, your grandmother or your children to read about you or anyone you associate with. Social media does not discriminate, edit or protect. In today's world, you are who you hang out with – be aware of your lifestyle, your associations and your actions online and off. Even though it may seem harmless right now, it may damage your reputation and turn out to be harmful to you or others, now and in future.

- Postings on professional sites like 'LinkedIn' should be business-oriented. All pictures should appear businesslike, professional and credible.
- Be polite and clear in all written communication. Don't use text message abbreviations.
- Don't post sensitive information on your site or others.

CORRESPONDENCE

Handwriting

Even though email, texting and social media communicate at lightning speed and get your message across quickly and effectively in most cases, fast and easy may not convey the level of sincerity required for effective communication in some circumstances. When electronics just won't do, good old fashion pen and paper can send the message that you took the time to show you care. Here are some great opportunities to express yourself with a handwritten note:

Thank You

If you are given a gift, are the recipient of a favour or have received excellent service:

- Send a handwritten letter or card as soon as possible.

Sympathy

If you are close to someone whose family member has died:

- Send a handwritten sympathy letter or card as soon as you hear the news.

If you learn about the death of someone who is connected to you in some way:

- Send a handwritten sympathy letter or card to the person you know the best.

Apology

When you have offended or hurt someone's feelings:

- Apologize verbally, and then follow up with a handwritten note. It is also a nice gesture to type out a letter to others who witnessed the incident.

TIPPING

Restaurants

When traveling, research regional guidelines before you arrive. The following are some general guidelines for Canada and the US. Tipping in a restaurant depends on the type of restaurant, the service, and whether you have special requirements. The restaurant usually passes on the tip to the appropriate staff. Here is a general guideline.

| | |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Family Restaurant | 10 - 15% |
| Elegant Restaurant Lunch | 15% |
| Elegant Restaurant Dinner | 15 – 20% |
| Wine Steward / Sommelier | There may or may not be a place on the bill for the wine steward's tip. If there is a separate place on the bill, tipping for the wine is separate from tipping for the meal. He or she is tipped 15% based on the number of bottles and the service. |
| Maître d' | Generally not tipped. If extra service is provided, give them a \$10 tip. |
| Checkroom Attendant | \$1/coat. \$2 if you have extra items. |
| Washroom Attendant | \$0.50 – \$2, depending on the service. |
| Musician | \$1 |

Additional Guidelines for Tipping

Tipping is expected in other industries as well. When traveling, research regional guidelines before you arrive. The following are some general guidelines for Canada and the US.

| | |
|-------------------|----------------------------------------------------------------------------------------|
| Parking Attendant | \$1 – \$2, when the car is brought to you. |
| Door Attendant | \$1 for getting you a taxi or other similar service. |
| Housekeeping | \$1 – \$2/night/person; leave the tip each night, as the cleaner may change every day. |

| | |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Taxi Driver | 15 – 20%, depending on the size of the city. Round off to the nearest quarter. |
| Beauty Technician | 15 – 20%. The salon usually passes on the tip to the appropriate staff. The owner is usually not tipped, but may be given a gift, usually during the holiday season. |
| Hair Stylist | 10 – 15%, unless the service is exceptional. The salon usually passes on the tip to the appropriate staff. The owner is usually not tipped, but may be given a gift, usually during the holiday season. |
| Delivery person | \$1 – \$2 |

Did You Know?

In many countries it is customary for the tip to be built into the price. Check regional customs before you arrive.

GIFT-GIVING

Nothing brightens a person's day more than receiving a gift. And the nice thing about gifts is they can be given for a special occasion or any occasion. However, like everything else, gift-giving does have its dos and don'ts.

Gifts can be delivered to the home or office.

- Include a gift receipt. Ensure that the merchant's name and address is on the box.
- If you receive a gift and do not know where it was purchased, you may ask the person who gave you the gift; they may offer to return or exchange it for you.
- Gift certificates and gift cards should be given only when you do not know the person well enough to choose a non-refundable gift.
- If you are giving a gift to someone from another country, be aware of the cultural "dos and taboos".
- If you receive a gift, it is not polite to open it in front of the giver, unless asked to do so.
- When invited to someone's home, bring a host gift such as flowers, wine or an inexpensive wrapped gift.



Gift-giving at Work

During the holiday season, although it may be customary to give gifts to friends and family it can be a little confusing at work. Especially when you don't know the etiquette for gift giving and there is no written company policy. Here are three tips to make office gift-giving less awkward:

1. If you are new to the job, check the company policy for gift-giving. Some companies allow it and others don't. If office policy permits or promotes gift-giving to coworkers or you are expected to play the role of Secret Santa at your holiday party, stick to the limits and guidelines that have been suggested. Gifts that go beyond the expected should be given outside the work environment.
2. Gifts for the boss are not generally expected and may be considered brown-nosing when undertaken alone. If you wish to buy your boss a gift, ask staff members to chip in for a gift instead.
3. If you have developed a friendship with a coworker and want to give a gift that is beyond the expected, it should be given outside the work environment.

SMOKING



As more and more cities enforce non-smoking by-laws, it is getting more and more difficult for a cigarette smoker to find a place to light up. Yes, smoking has become a dirty word in Canada, the US and in many other countries. And as more and more non-smokers speak up, smoking has become a touchy subject for all. This becomes even more apparent when family, friends and business colleagues gather together for social events. Consider the following guidelines for smoking etiquette:

Smokers

- When in public or private buildings, only smoke in areas designated for smoking, or in areas where others go to smoke. Do what you can to ensure that the smoke does not drift in the direction of others.
- If ashtrays are not made available, assume that smoking is not permitted and do not request an ashtray.
- Refrain from smoking in the vicinity of pregnant women, the elderly and children.
- If smoking is permitted in the venue, refrain from smoking in the presence of those who are eating. (In a group situation, wait until after dessert to light up if you are having a meal.)
- Do not smoke in someone else's car, as there is no escape for the other person.
- If you have a non-smoking guest in your car, it is respectful to ask, "Do you mind if I smoke?" (The best thing would be to refrain, since the other person may not be comfortable asking you not to smoke in your own car.)
- If you visit the home of someone who does not smoke, it is polite to smoke only outdoors.
- A smoker who has a non-smoking houseguest may choose to refrain from smoking in the presence of that person. It is considerate to ensure that the guest's room is free of the odour of smoke.
- When smoking in designated areas, deposit cigarette butts in ashtrays and appropriate containers.

Non-Smokers

- If you are entertaining and smokers are attending, arrange for a comfortable smoking area outside, if you prefer not to have smoke in the house. Everyone deserves to feel welcome. Have comfortable chairs, appropriate lighting, and ashtrays available.

- Do not tell an acquaintance or business colleague that they should quit smoking in the interest of their health. This is considered intrusive, very personal and likely none of your business. Non-smokers should respect a smoker's right to smoke, as long as it is not done at a site designated as non-smoking.
- Many people are allergic to smoke or have health problems like asthma. If you wish for someone in a public place to stop smoking, ask them very nicely and explain the reason. If and when the individual extinguishes their cigarette, thank them sincerely.

Whether you smoke or don't, consider those around you at work, socially or in any public place.

PREGNANCY & NEW PARENTS

Babies can be a joyful experience for the parents, family and friends. However, pregnancy and parenting can present frustration and misunderstandings for the parents, parents-to-be, care-givers and those around.

- It is inappropriate to ask private questions concerning someone's pregnancy or possibility of pregnancy, (E.g.: "Who is the father?" "Did you plan this pregnancy?" "When are you due?" "Are you planning on having (more) children?")
- If the expecting couple raises the topic of pregnancy, it is okay to engage in the conversation. If you are close family or a friend, it may be appropriate to ask certain questions.
- *It is inappropriate to touch a pregnant woman's stomach without her permission.*
- If possible, offer your seat to pregnant women in crowded places.
- Do not smoke near pregnant women, or point out to them that they may not smoke or drink alcoholic beverages.
- Nursing when other people are present (e.g. at someone's home, public places) should be done as discreetly as possible.
- Be exceptionally courteous to new mothers. They may have a stroller, other children and packages to deal with. Children may also have outbursts that involve crying and screaming, which may not be the fault of the parents. Be understanding, especially in public places.
- Expecting couples should keep in mind that not everyone is interested in hearing about the pregnancy.
- Inform your colleagues of your pregnancy only when you begin to show. Do not announce the details of your pregnancy and physical condition in the working environment.
- New parents should be respectful of others. There are certain social functions, meetings and restaurants where it is inappropriate to be accompanied by a small child.
- Diapers should be changed in designated areas of public places. If no such area exists, ask the person in charge if there is a washroom or a sheltered area you may use.

Did You Know?

In Korea, give gifts in multiples of 7, which is considered lucky. Avoid unlucky multiples of 4.

Strictly Business

DOS AND TABOOS

As a representative of your organization, the way you present yourself can have a direct impact on the success or failure of the business. Present yourself and your organization appropriately and show respect to your work environment, your coworkers, your clients and the public.

Good Manners

- Treat everyone with the same courtesy and respect, no matter their position.
- Shake hands firmly while making eye contact.
- Prepare for each appointment.
- Bring only materials required for the appointment.
- Turn off personal cell phones and pagers.
- Be punctual for work.
- Respect your clients and colleagues by showing up on time for meetings. Don't waste their time, stay on track and stick to the timeframe.
- Follow up each appointment with a letter, email or call.
- Communicate clearly when defining goals at work. State clearly what you do want and what you do not want.
- Discuss any problems in a positive tone so as not to sound defensive, aggressive or apologetic.
- Keep your work area clean and well organized. Eat lunch in designated areas only.
- Be respectful of your colleagues' work spaces and privacy.
- Smoking is prohibited in most public places in North America. If smoking is permitted, be considerate of those around you.
- Watch the clock at lunch and on breaks. Don't take longer than the time you are given.
- Keep non-work-related banter with coworkers to a minimum, or restrict such conversation to break times.
- When problems arise, be proactive and solution-oriented.
- When raising issues with your employer, do so in an observational way rather than a judgmental way.

Did You Know?

Men should always remove their gloves when shaking hands. Women may leave them on if they would like.

NETWORKING

Tradeshows and business mixers can be intimidating for anyone. However, as a representative of your organization, they are also a great opportunity to network and build business relationships. Since the purpose of networking is to get to know more people, develop relationships and discover future opportunities, it will likely be more successful when conducting yourself with a sincere attitude of 'giving' rather than 'getting'. The easiest way to feel more comfortable is to prepare ahead of time with a full stomach, the right attitude and the right tools.

- Eat before you arrive. The buffet line-up can be a great place to strike up a conversation. However, spending all your time there will not make the best impression. Juggling food and drink can present challenges when meeting people, shaking hands or while trying to carry on a conversation. It can also create sticky or greasy fingers, a definite turnoff for anyone.
- Don't forget your networking tools! Bring business cards, brochures or profiles and wear a nametag.
- Create a hook with a 10 Second Elevator Statement. This includes an introduction of yourself and description of your business in 30 words or less. For example: *"My name is Kimberly Law. I am a Personal Image Advisor and founder of Personal Impact International. I help men and women look and act their very best."*
- Name tags should be worn in the line of vision. This means on the right, close to the shoulder. When you extend your right arm to shake hands, the eye is automatically drawn to that area.
- Approach people standing on their own or in groups of three or larger. When approaching a group of two you may be interrupting a private conversation and it could become awkward or uncomfortable.
- Don't use nicknames. Listen to how people introduce themselves and follow their lead. Ask permission before shortening a name or trying out a nickname, just in case it's not appreciated.
- Avoid taboo topics like politics, religion, sex or money. In other words, stay away from anything personal or controversial.
- Spend no more than 10 minutes with the people you meet. This gives you the opportunity to move about the room and meet lots of new contacts.
- Give leads and referrals whenever possible.
- Follow up with a call, thank you or information of interest.
- Ease up on the sales pressure. Instead, show interest with questions, small talk and light conversation.

Did You Know?

In Canada and the US, telling someone that they have gained weight is considered to be an insult. In some Middle Eastern countries, weight gain is a sign of success.

BUSINESS CARDS

In North America, we tend to adopt the customs of other cultures. And when it comes to the business card exchange it is no different. There are two ways that we Canadians exchange business cards: the Japanese way and the European way.

The Japanese / Asian business exchange is universally considered to be the most formal. The business card is held with both hands on the top corners of the card. Thumbs on top. The card is received the same way holding the business card on the bottom corners.

The European business card exchange formula is considered a little less formal from a global perspective. However, it is still considered correct and many North Americans prefer it over the Japanese method. The business card is held in your right hand with your thumb on the top left corner of the card. Receive the business card with the right hand on the bottom right corner of the card.

Either way, take a moment to look at the card before putting it away.

- Exchange business cards with the people you meet, giving and receiving business cards respectfully.
- If the person's business is of interest to you, ask for his or her business card.
- When someone hands you a business card, hold it respectfully and take a moment to look at it before putting it away.
- Writing comments on the business card can help you remember details, but should be reserved for the back of the business card, not the front.
- Only present your card when asked.
- When offering your business card, present it so it can be read with the print facing the person receiving the card.

Did You Know?

Business card originated from the visiting card that first appeared in 15th century China. These cards quickly became popular in Europe among the upper classes. Trade cards became popular in the 17th century as a way of advertising and became more elaborate as printing techniques advanced. Business cards are now widely used all over the world.

BUSINESS TOPICS

Present yourself in a professional manner with enthusiasm and confidence. Attitude plays a big role. It isn't just what you say. How you say it is just as important.

Topics for Conversation

- The other person's family
- The other person's interests
- Good news of mutual friends or acquaintances
- Current events and news items which are light, interesting, and easy to talk about
- Positive news about the economy
- A recent documentary or television show
- A recent play or movie
- Ways to assist others

Did You Know?

In the Middle East, displaying the sole of one's foot or touching somebody with one's shoe is often considered rude.

Compliments

- Appreciate compliments and accept them graciously with, "Thank you." Avoid responding with a negative comment. This invalidates the person's opinion. For example, if you are complimented on a job well done, do not say "Oh, I didn't think I did very well at all." Or if someone compliments you on your appearance, do not reply with reasons why you think you do not look good.
- Be sincere when paying a compliment. People can detect insincerity.
- If someone is obviously uncomfortable or embarrassed after receiving your compliment, you may put them at ease by using humour. However, be careful not to offend.

Taboo Topics

Stay away from conversation topics, which might be considered personal or controversial, like politics, religion or crime. For example, “Who did you vote for?” Discussions about money, personal care and relationships are also too delicate for business. For example, avoid asking questions like, “How much money do you make?” or, “How much did your suit cost?” or, “Do you colour your hair?”

Other Business Gaffes include:

- Chewing gum while speaking or making a presentation.
- Applying makeup or combing your hair in front of a business colleague.
- Dressing or behaving inappropriately.
- Making social calls from a business location.
- Practicing or encouraging underhanded tactics or manipulation. For example, starting a malicious rumour about someone else in order to advance your own career.
- Gossiping or talking about the affairs of others within the company.
- Publically correcting someone else’s etiquette or the way they are dressed.
- Criticizing, condemning or complaining. Offering unsolicited advice or swearing.
- Making sarcastic, degrading or condescending comments.
- Interrogating or scolding people in public for any reason.
- Boasting or name-dropping.
- Wasting time by telling long stories that aren’t pertinent to the discussion.
- In conversation with a VIP, stating your opinion of him or her.
- Using an inappropriate speaking volume. This would include yelling, or speaking too softly.
- Purposely listening in on private conversations.
- Purposely excluding others
- Placing belongings in another person's workspace.
- Taking or borrowing without permission items from a co-worker's office space/cubicle.
- Eating someone else’s lunch/drink from a common fridge or food area.

Did You Know?

Traditionally, it would be good manners for a man to precede a lady upstairs and follow behind her when walking downstairs.

- Saying anything to advance your career or degrading yourself by making comments like. “Poor me...”
- Expressionless or unfriendly facial expression or body language.
- Treating men differently based on gender. In North America and most Western Cultures, men and women are treated equally in the workplace. Gender is not taken into consideration. Hierarchy and status is based solely on rank within the organization.

Sexual Harassment

This issue is complicated by the fact that dating in the workplace is now more common than ever. Where is the line between innocent flirtation and sexual harassment?

- If an individual asks a coworker out on a date and approached person expresses in any way that the attraction is not mutual, the instigator should end it and not make another attempt.
- Touching someone, other than to shake hands, is considered inappropriate in the workplace and may be misunderstood as sexual harassment.
- It is inappropriate for a boss to ask his/her assistant out on a date. However, if the assistant is interested in the boss and the superior agrees, while it may not be appropriate, it is more acceptable to pursue a relationship in this case. (Be careful and consider the possible consequences of a relationship under these circumstances)
- If necessary, complaints should be lodged. Incidents will likely be documented with the human resources department or a supervisor within the company.
- The Bottom Line: Unwelcome sexual advances and sexual abuse are illegal in North America and a violation of human rights.

Offensive Language

Offensive language includes racist, sexist or aggressive remarks. It is never appropriate to use this kind of language in any situation. Referring to colleagues in a sexist manner (e.g. honey, babe, sweetie), is considered sexual harassment. If a colleague or superior at the office is using unacceptable language (racist, sexist, aggressive) you may have a word with him or her in private. Calmly explain that the language being used is inappropriate and say that you would appreciate it if he or she would refrain from using such language. If this approach is not successful it may be necessary to discuss the situation with a superior.

MEETINGS

Even though office meetings may sometimes seem informal and relaxed, professionalism and good business etiquette are still required. The following section contains a brief overview. For more details on parliamentary procedure, refer to 'Robert's Rules of Order.'

Chairing a Meeting

Being the Chair of a meeting is kind of like being the host at a party. It's up to you to plan it, lead it and make sure everything runs smoothly.

1. Prepare an Agenda (specifying the purpose and details of the meeting)

- It should be distributed before the meeting. (At least three days prior.) This will allow time for the participants to plan for the meeting.
- Distribute attachments with the agenda if they are to be discussed at the meeting.
- Points that require creative thinking should be at the top of the agenda.
- Time should be allocated for each item.

2. Begin the meeting on time.

3. Encourage discussions, but stick to items on the agenda.

- Control the speakers.
- Discourage those who want to stifle ideas.
- Avoid taking sides; stress the sharing of ideas.

4. Voting

- As the Chair, it is your responsibility to ask for each motion to be moved, seconded, and carried.
- The Chair only votes in the event of a tie.

Did You Know?

The Letters R.S.V.P found on most invitations came from the French phrase "répondez s'il vous plaît", which means, "please reply." In Western cultures, you should reply within the timeframe indicated in the invitation.

4. End the meeting on time.

- Summarize agenda items and any plans of action.
- Close on a positive note; refer to the progress that has been made and thank everyone for their contributions.

5. Follow-up

- Follow-up with the participants after the meeting with written minutes including the items discussed, decisions reached and actions to be taken.

As a participant of the meeting:

Being well-prepared for a formal meeting will help you feel more confident and appear more professional.

- If attendance is mandatory, for formal meetings, a substitute may be sent in your absence if you have an acceptable excuse: family crisis, planned vacation, out-of-town business.
- Don't bring food into a meeting. (Unless you've been told to do so.) Avoid chewing gum.
- Turn off cell phones, pagers and portable devices.
- Arrive on time for the meeting, prepared to contribute comments and ideas.
- Only bring the materials required for the meeting.
- Follow the lead of the Chair.
- Don't interrupt. One person at a time has the floor.
- Stay on track and adhere to the time limits posted on the agenda.
- Don't create distractions. (Shuffling paper, etc.)
- Focus on the goal of the meeting.
- Treat everyone with respect; be open to ideas and freedom of expression.
- Do not make personal attacks.
- If you need to leave the meeting before it ends due to the meeting going over time, wait for an appropriate discussion pause before quietly exiting.
- If meeting a client, dress one category more formal than your client.

Did You Know?

In Japan, bowing and smiling (not handshaking) is the sign of respect when you meet someone.

JOB INTERVIEWS

To do well at a job interview, you need to convince the interviewer(s) that you not only have the right technical skills, but that you also have the right attitude, will get the job done and will fit into the company culture. This can be achieved with preparation and presentation.

Preparation

Being well-prepared for the interview will help you feel more confident and appear more professional.

- Research the company before the interview. Find out as much information as you can about the organization. The more you know about the company, the easier it will be for you to prepare. It will also show that you're interested in the company and willing to take initiative.
- Consider the best way to answer any questions you might be asked and think of questions you want to ask. Most interviewers will ask if you have any questions. Asking questions demonstrates that you're professional, and truly interested in the position and company. Asking the right questions can also help you determine if it's the right company and position for you.
 - What career path would the company offer?
 - Would I work in a team or alone?
 - What category of business dress is expected?
 - What is the company culture like?
 - What is future direction of the company?
- Bring everything to the interview that you might need, including your resume, letters of reference, contact information for three references, certificates and proof of credentials. Have everything organized so you can find things quickly and easily.

Presentation

Present yourself in a professional manner with enthusiasm and confidence. Attitude plays a big role. It isn't just what you say; how you say it is just as important.

- Arrive at least 15 minutes early, just in case.
- Dress appropriately for the interview and the position you are applying for.
- Show that you are interested and excited about the company by focusing on the organization's needs. Let them know that you will be committed to the company's success.
- Listen carefully to questions and answer questions honestly. Answers should be relevant and to the point, and delivered in a positive way. Focus on your successes; how you can do the job; what you can contribute; and how you can benefit the company. Always try to turn negatives into positives.

- After the interview, thank the interviewer, letting the hiring manager know you think the job is a good fit. Ask the interviewer what is the next step and when you might be expected to hear back from the employer.
- Follow up with a thank you note, and a few days later with a phone call. Not everyone does it. It will help you stand out. Emailed thank you notes are becoming more common. However, a handwritten note is considered more formal and often carries more weight.

Your body language and the way you carry yourself can say a lot about your confidence level and the way you feel about yourself.

- Stand and sit up straight. When speaking with the interviewer, lean forward slightly and smile when appropriate, maintain eye contact and look attentive. This will show that you are interested in what the interviewer is saying.
- Shake hands firmly, web to web. Handshakes should never be limp or overly aggressive.

When competing for a job, a little preparation and a confident presentation can go a long way to give you that needed edge. They will help you appear more professional, feel more focused, come across friendly and show that you're enthusiastic. Try these tips to make the most of your interview, next time you need to outclass the competition.

BODY LANGUAGE

What are you really saying?

We constantly send non-verbal messages. Most of these messages are received on a subconscious level, usually in the form of a feeling. When verbal and non-verbal elements are in alignment, the message is congruent and you get your point across accurately. If the messages conflict, the non-verbal message usually carries more weight. It is also important to be aware of your habits and how they may influence perception. For example: crossing your legs or clasping your hands. Even though they may seem like harmless habits, in the wrong circumstances they can come across as defensiveness or nervousness. Combined gestures can have an even greater affect on perception if all are congruent. If they aren't in-sync this can cause confusion. Try to use open, inviting gestures and movements that are natural and relaxed. You will appear confident and those around you will feel positive.

Did You Know?

In Iraq and Iran giving someone a thumbs up gesture is considered offensive. In Canada this is a sign of approval.

Eye Contact

Good eye contact will automatically make you look more confident and show you are paying attention. But what is good eye contact? Depending on whom you ask, the answer will be different. Some say about 40% – 60% of the time while others say 70% or more of the time. The correct answer? I will let you know when I find out.

However, I think the real answer is based on the goal. In Western culture good eye contact is important. Using good eye contact about 70% of the time appears self-confident and trustworthy. Keeping your eyes on the person, close to eye level the majority of the time will show that you are paying attention to what is being said. This is perfect for business. Letting your eyes drift down towards the mouth occasionally indicates that you are more interested in them as a person. Save this for social settings when the person is receptive to the idea and you want to get to know them better. The lower the eyes drift onto the body the more intimate the attention. This kind of attention can make someone uncomfortable and should be reserved accordingly.

Here are the guidelines:

Business: Visualize an imaginary upside-down triangle from the eyes to the centre of the forehead. When maintained about 70% or the time this is considered great eye contact for business interaction.

Social: Visualize an imaginary triangle from the eyes to the mouth. As the eyes go lower it is considered more and more intimate.

Interpersonal space

Some people are very comfortable with physical contact. These people might place a hand on your arm or on your shoulder. Be aware that if touching is non-reciprocal, the other person is probably not comfortable with it. The person who is initiating physical contact is perceived as being in control.

Acceptable interpersonal space differs from country to country and region to region. The following guidelines are for Canada and the US.

| | |
|----------------|--------------------------|
| Intimate space | Within ½ an arm length |
| Personal space | Within ½ - 1 arm length |
| Social space | Within 1 – 2 arm lengths |
| Public space | More than 2 arm lengths |

SUGGESTED READING

Managing your Image Potential **Catherine Graham Bell.**

Rude Awakenings, Overcoming Civility in the Workplace **Giolinella Gonthier**

The Complete Idiot's Guide to Business Etiquette **Mary Mitchell with John Corr**

The Complete Idiots Guide to Cultural Etiquette **Carol Turkington**

Business Class – Etiquette Essentials for Success at Work **Jacqueline Whitmore**

Emily Post's Etiquette, 16th Edition **Peggy Post**

Honor & Respect, the Official Guide to Names, Titles & Forms of Address **Robert Hickey**

Gestures the Do's and Taboos of Body Language Around the World **Roger E. Axtell**

When Cultures Collide Leading Across Cultures **Richard D. Lewis**



Training and Resources:

Personal One on One Coaching & Consulting

Seminars | eLearning | Lunch-n-Learns

Focused Consulting & Coaching

Colour Analysis

Make-up

Personal Style Analysis

Wardrobe Planning

Business Casual Wardrobe Evaluation

Shopping Strategy and Excursion

Etiquette

IITTI Business Etiquette Certification Training

Publications Available Through Our Website

Bushido Business

Image Power

Formal Dining for informal People

Minding Your Manners Everyday Matters

Presence & Poise the Communication Factor

Upwardly Mobile Clothing for Upwardly Mobile Men

Upwardly Mobile Clothing for Upwardly Mobile Women

Wardrobe Wizardry Working Magic in Your Closet

Personal Care from Feet to Hair

Masterful Make-up in Minutes

Image Matters Newsletter (Complimentary)

Kimberly Law Profile:

Kimberly Law, AICI CIP is a Certified Image & Etiquette Consultant and principal of Personal Impact International founded in 1999. She is an author, speaker and works with companies, men and women helping them refine their look from head to toe and enhance professional communication, increasing confidence and personal effectiveness. In other words... *she does extreme makeovers without taking extreme measures, to help her clients look and act their very best, always!*

Kimberly has demonstrated her expertise across Canada through local and national media such as: Global Television News, Vancouver; CityTV Breakfast Television and News, Vancouver; VTV Breakfast, Vancouver; and has been interviewed on CKWX and CKNW, Vancouver as an Image Expert. Her achievements have been written about in publications such as The Burnaby Now, Vancouver Sun, Edmonton Journal and the Financial Post. She is one of one fewer than **200 consultants, world-wide** and the first in Western Canada to receive international recognition as a Certified Image Professional (CIP) through the Association of Image Consultants International (AICI) (www.aici.org). She is Past President of AICI, having served as AICI's International President 2011-2013. She is also a Founding Director for the Institute of Image Training and Testing International (www.iitti.org).

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