

Business Etiquette – Module 2

Frankfurt University of Applied Sciences



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Modules

Module 1

Modern Business Etiquette
(Introduction & Basics)

Module 2

TODAY:
**Appearance Management &
Body Language**
(Impression Management)

Module 3

Dinner at the Restaurant
(Dining Etiquette)

1. Intro: The First Impression, Your Image & Some Facts

2. Appearance Management

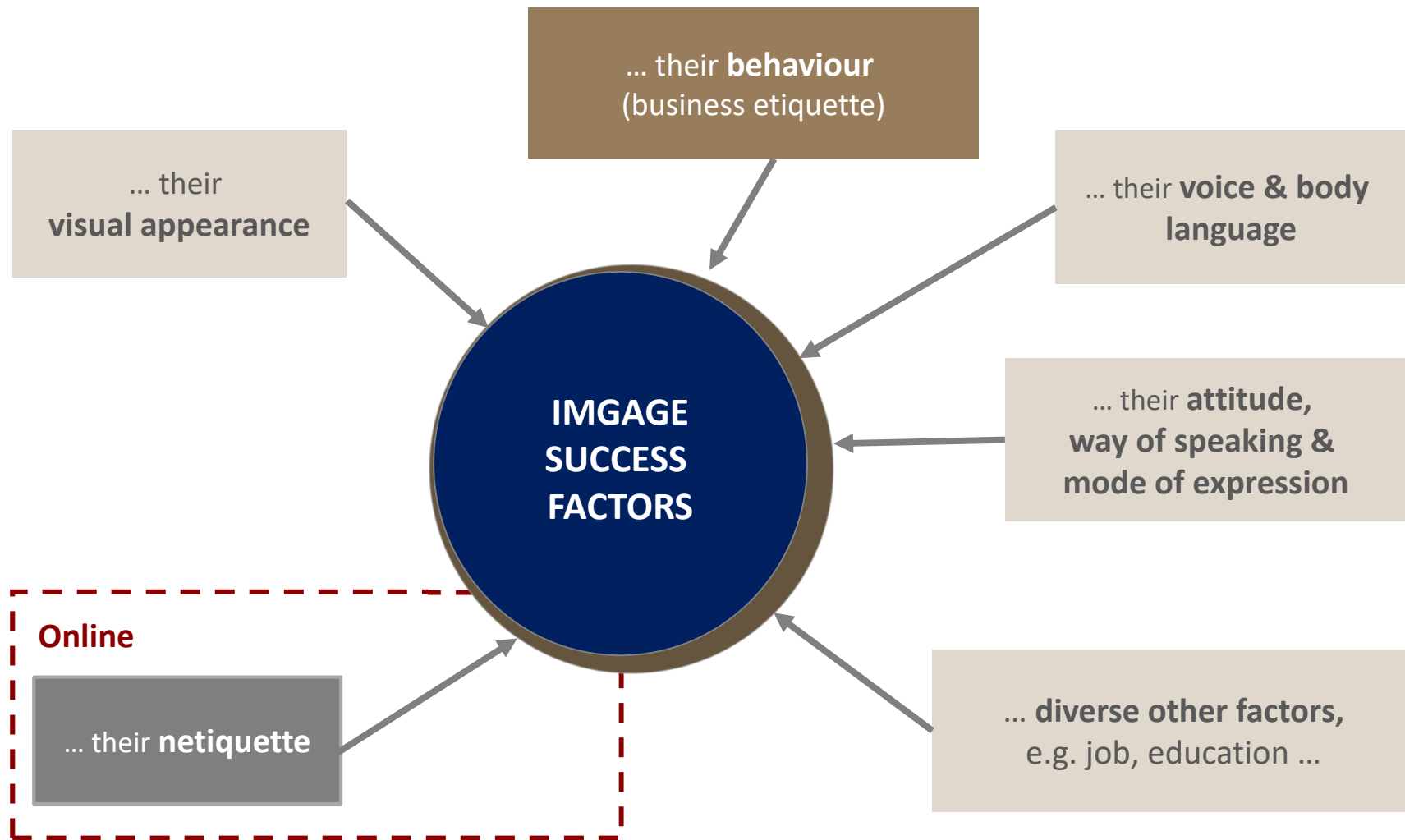
- Intro
- Colour Types & Colours in Business
- Dress Codes / Dos & Don'ts in Business
- Closing Recommendations

3. Body Language

- Definition & its Elements
- Focus on Selected Elements
- Reading Body Language – A Five Step Approach

1. The First Impression & Your Image

We judge others according to...



1. The ABC of Image – The Alphabet that Makes Your Impression

Image is ...

- a “**mental conception**” of a person or organization.¹
- is a formation of gear-wheels, comprising of:²

How we look	– Appearance
How we act	– Behaviour
How we interact	– Communication



- Image matters because people often **make assumptions** based on **limited information**.
- **With** some (minor) **adjustments**, we can **create an image of ourselves** that is **in sync with our ambitions and our personality**. (-> Impression Management)

*Source: 1) Merriam-Webster's Dictionary; 2) Nidhi Sharma (www.bonimpressions.com)

1. Some Facts

Research shows ...

- that it **take up to 21 repeated good experiences with a person to make up for a bad first impression.**
- that your **words** account for **only 7% of the message** you convey.
(-> verbal communication: pronunciation, used vocabularies, grammar, “unnecessary fillers”)

The remaining **93% is non-verbal**, i.e.

- **55% is based on what people see**
(-> visual communication: appearance & body language)
- **38% is transmitted through tone of voice**
(-> vocal communication: volume, rate, diction (accent, lisp or stutter etc.)

2. Appearance Management

... because your visual appearance matters!

2.1 Intro: New Work – new Style?

- **Internationalization, digital transformation and the millennial generation** have massively reshaped the ideal working environment (-> Work 4.0. or New Work), including dress codes.
- **„Casualization“** is the megatrend.
- **New fashion informalities** become more and more accepted, even in conservative industries, like the banking or consulting sector.
- **New fashion informalities**, e.g.
no tie, sneakers instead of a brogue,
gaudy and loud colours, polo-neck
instead of a business shirt,
body-hugging thanks to stretch
and elastane, ...



2.1 New Work – new Style?

Despite digitalization and new work:

Our clothes/styling ...

- is a strong **symbol of non-verbal communication**.
- **demonstrates esteem and respect** towards ourselves, others (clients, business partners, friends etc.) and the situation we are in.
- **influences our psyche and attitude**
(-> body language) and those of others.



**Understanding the language of clothing
will help you to emphasize the verbal message you want to convey.**

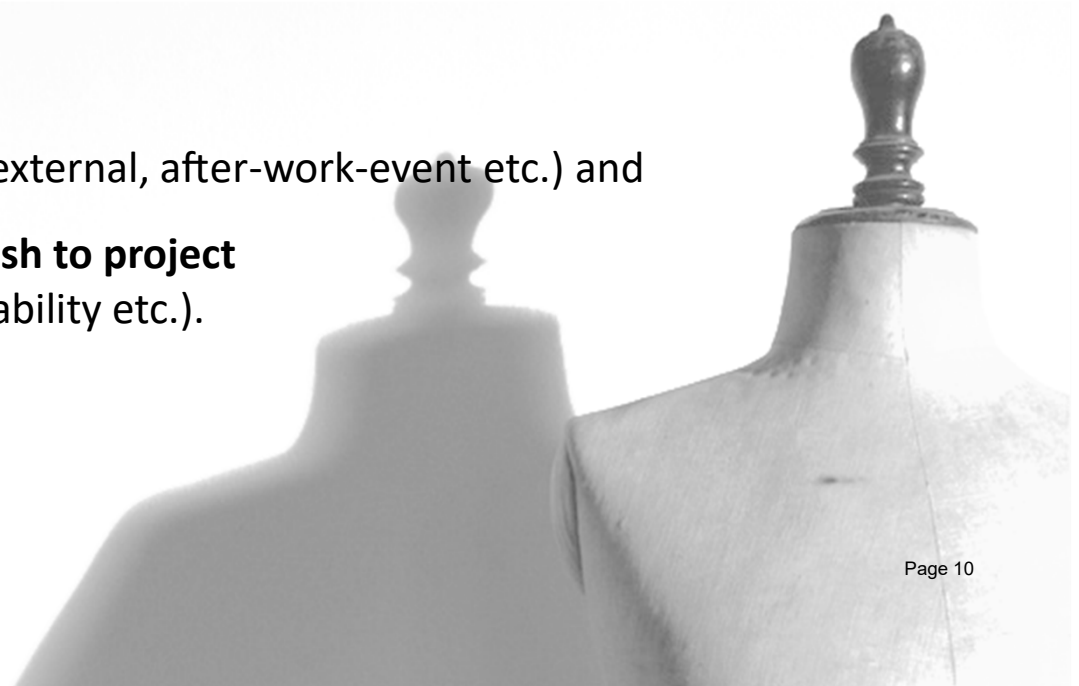


2.1 New Work – new Style?

Which factors should influence your outfit choice?

Your attire must reflect

- your **workplace**
(→ industry sector, company, corporate culture),
- the realities of your **career situation** (→ position and function / responsibilities, external clients?),
- your **region**,
- the **situational context**
(→ business meeting internal vs. external, after-work-event etc.) and
- **the image and impression you wish to project**
(→ competence, seriousness, reliability etc.).



2.2 Colours

Warm colours



Cold colours



2.2 Colour Type Analysis

A **personal colour analysis** determines the colours that best suit an individual (in terms of cloths and make-up) based on their natural colourings.

Which **colour type** you are **depends** on:

- Your **skin undertone** (cool vs. warm)
- Your **eye colour** (warm vs. cool)
- Your **hair colour** (warm/golden vs. cool/ashy)

The widely well-known “**Four Season Theory**” differentiates between two warm and two cool colour types:

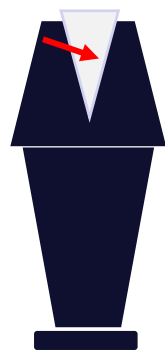
- **Warm colour types:** Spring & Autumn
- **Cool colour types:** Summer & Winter

Note:

*There are various other colour type concepts with a more detailed approach in place.
But all concepts is the warm-/cool-differentiation in common.*

2.2 Colour Contrasts

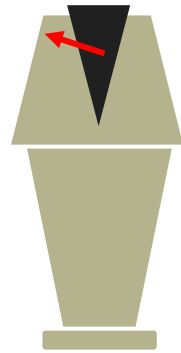
Colour contrasts affects our mood and the perception of others



**Outside dark,
inside bright**



Outside-In
present,
powerful,
reserved,
professional



**Inside dark,
outside bright**



Inside-Out
outfit:
modern,
creative,
communicative



Tone-in-tone



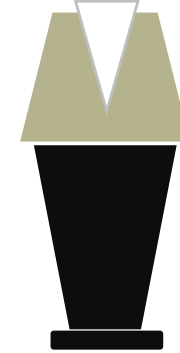
**Low to
medium
contrast**
outfit:
reserved,
calm,
approachable



Upper part of body:
dark colours,
lower part of body:
light colours



weightless,
distractive
*(audience might not
be focussed to the
speaker's message)*



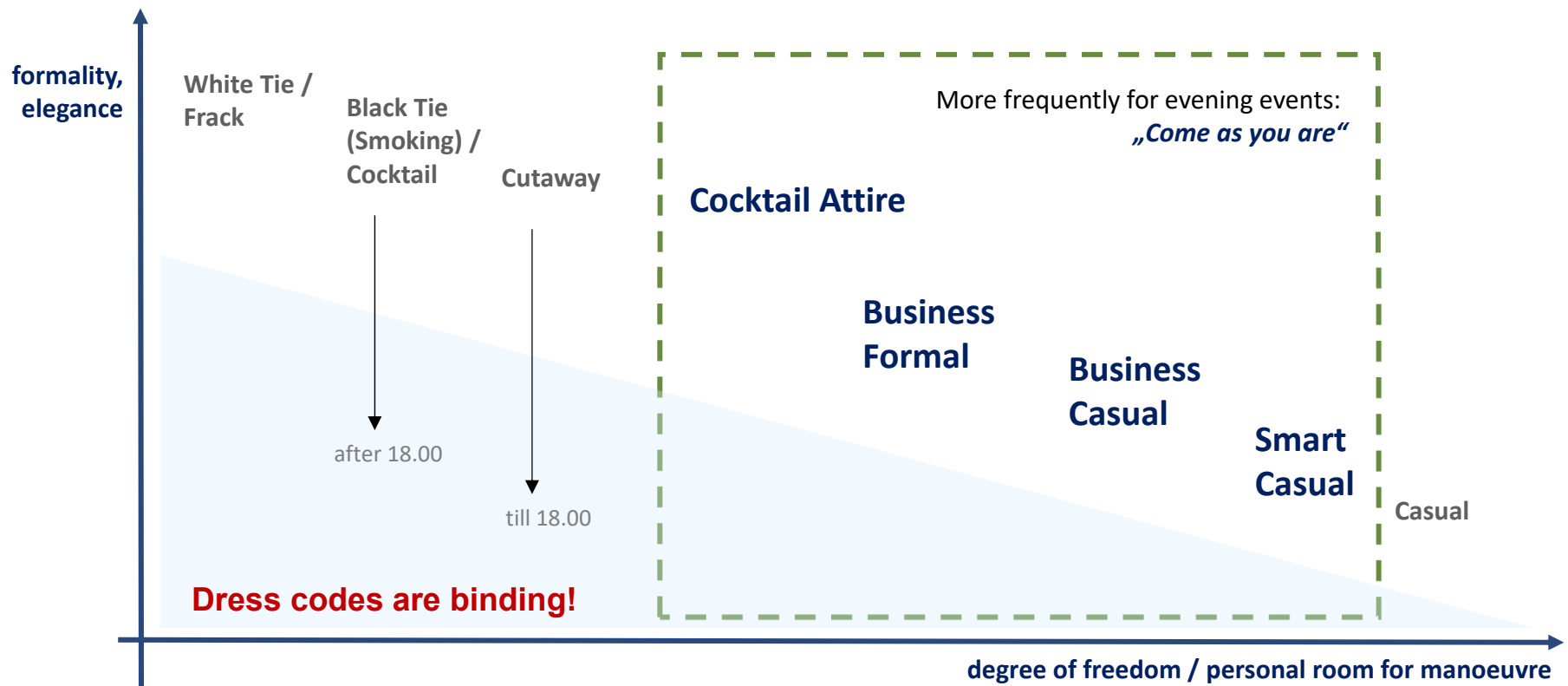
Upper part of body:
light/bright colours;
lower part of body:
dark colours



firm,
focussed

2.3 Dress Codes

Choose your outfit according to the situational context



2.3 Business Formal - Dos ...

CLOTHING TIPS (conservative, formal choice)

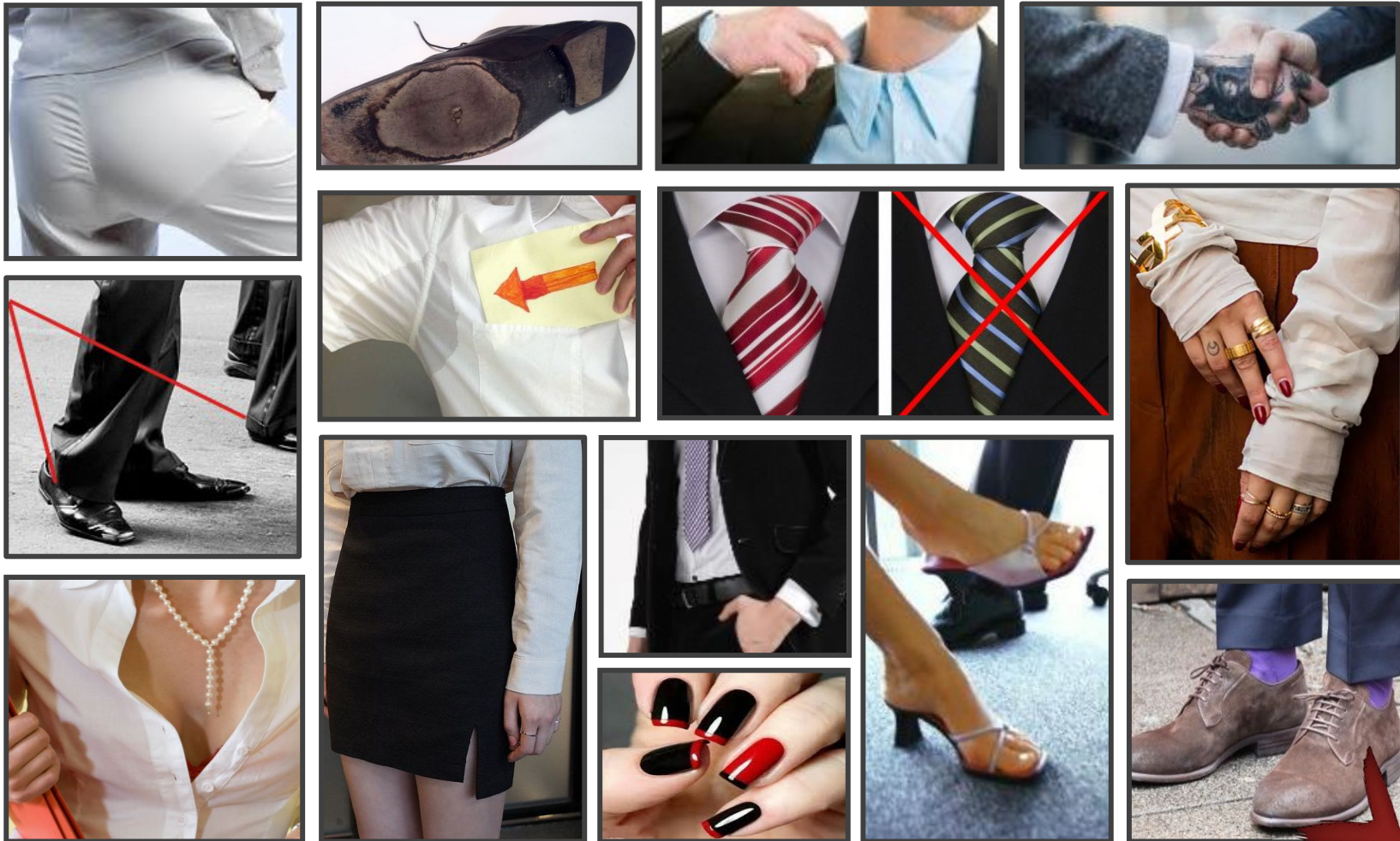
For Men

- Conservative 2-piece dark suit of good quality – navy blue or medium to dark grey
- Long sleeved blue, pastel-coloured or white shirt
- Silk tie complementing in colour or style
- Black, grey or dark blue dress socks
- Dark polished shoes and a matching belt
- Good watch and cufflinks, but no bracelets, earrings or large rings
- Well-groomed appearance (haircut, beard, nails, teeth)
- Decent aftershave / fragrance
- Outwear: trench / winter coat

For Women

- Dark conservative suit or costume of good quality. Two piece with a 1 or 2 button jacket and knee length skirt
- White or light coloured long sleeved blouse that is not low cut or sheer
- Dark well polished shoes with low to medium heels
- Conservative jewellery
- Limited number of accessories (belt, scarf)
- Well-groomed appearance (hairstyle, make-up, nails, teeth)
- Decent fragrance
- Outwear: trench / winter coat

2.3 Business Formal - Don'ts



2.3 Closing Recommendations

When choosing your outfit think of the following:

- **What is the situational context you are in and who is your counterpart?**
(meeting with customers or other external partners, fair, seminar, after-work event etc.)
- **Is there any dress code given?** (→ corporate culture; special occasions)
- **How do I want to be perceived?**

Also keep in mind:

**Feeling truly comfortable and confident in your clothes is key.
If you feel disguised you are not authentic.**

3. Body Language

Peter Drucker

The most important thing in communication is hearing what is not being said.

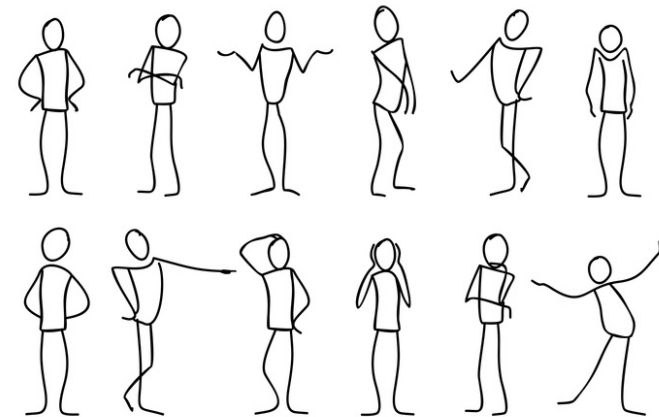
Paul Watzlawick (1. Axiom)

One cannot not communicate.

3.1 Body Language – Definition & its Elements

Body language is a form of **non-verbal communication**, consisting of ...

- **facial expression** (e.g. frown),
- **eye contact** (e.g. winking),
- **head movements** (e.g. nodding),
- **body movements** (e.g. shaking hands),
- **personal space** (e.g. invading someone's space),
- **gesture** (e.g. waving), and
- **posture** (e.g. slouching).



What does not belong to body language?

Your tone of voice which is formed by the pace, the pitch, your intonation, the volume, the variation, the pauses and hesitations

3.1 Body Language – Definition & its Elements

Additional facts:

- People **send and interpret** non-verbal **signals subconsciously**.
- **Words** are **not necessary to express feelings or emotion**.

- Body language **gives life to the persons communication**.
- **The amount of liking** we have **for another person** is primarily **communicated by body language**.

3.2 Body Language – Facial Expressions

- The human **face is extremely expressive** and able to express countless emotions without saying a word.
- **Facial expressions are universal.**

According to the American psychologists **Paul Ekman** and **Wallace V Friesen** (1972) there are **six basic emotions** that are the same across cultures, i.e.

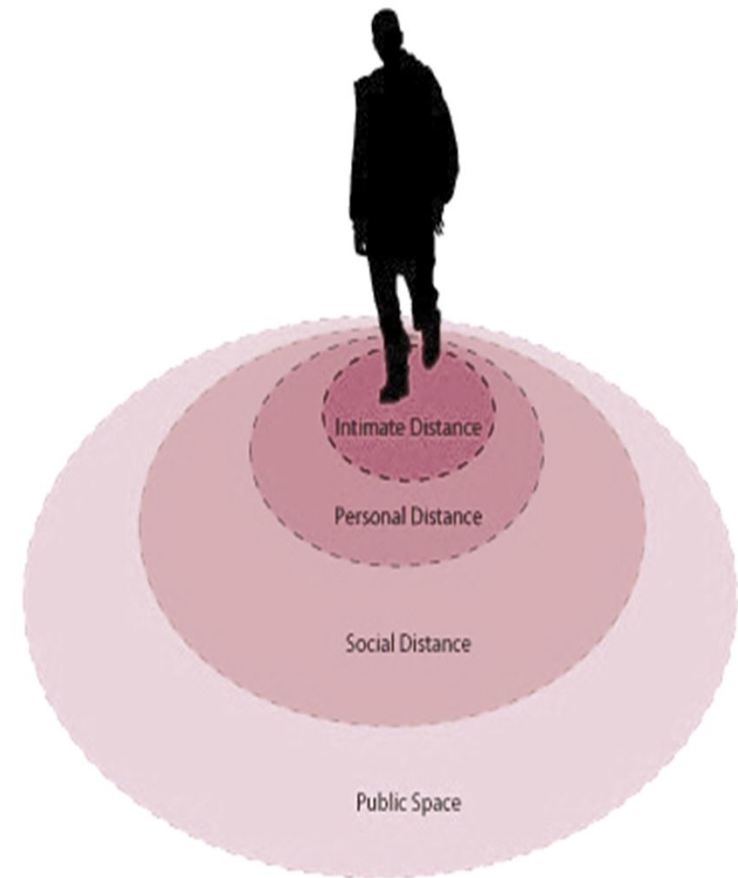
1. **Happiness (Contempt)**
2. **Sadness**
3. **Anger**
4. **Surprise**
5. **Fear, and**
6. **Disgust**

- Many researchers confirmed these findings.

3.2 Body Language – Personal Space

The American anthropologist **Edward T Hall** defined **five zones** that affect behaviour:

- **Close Intimate space (0 - 15cm)**
-> saved for lovers, family members, close friends
- **Intimate space (15 - 45cm)**
-> saved for relatives, a friend
- **Personal space (45cm - 1.2m)**
-> comfortable for personal conversation
(for most Westerns)
- **Social space (1.2m - 3.6m)**
-> often seen in business-based interactions
- **Public space (3.6m and more)**
-> when speaking to an audience in a formal setting



3.2 Body Language – Gestures

- **Gestures are woven into the fabric of our daily lives.**
We are expressing ourselves with **gestures often without thinking** (e.g. use our hands when we are speaking).
- **Gestures stress the most important parts of what a person is trying to express.**
- In contrast to the six basic facial expressions, the **meaning of gestures can be very different across cultures and regions.**



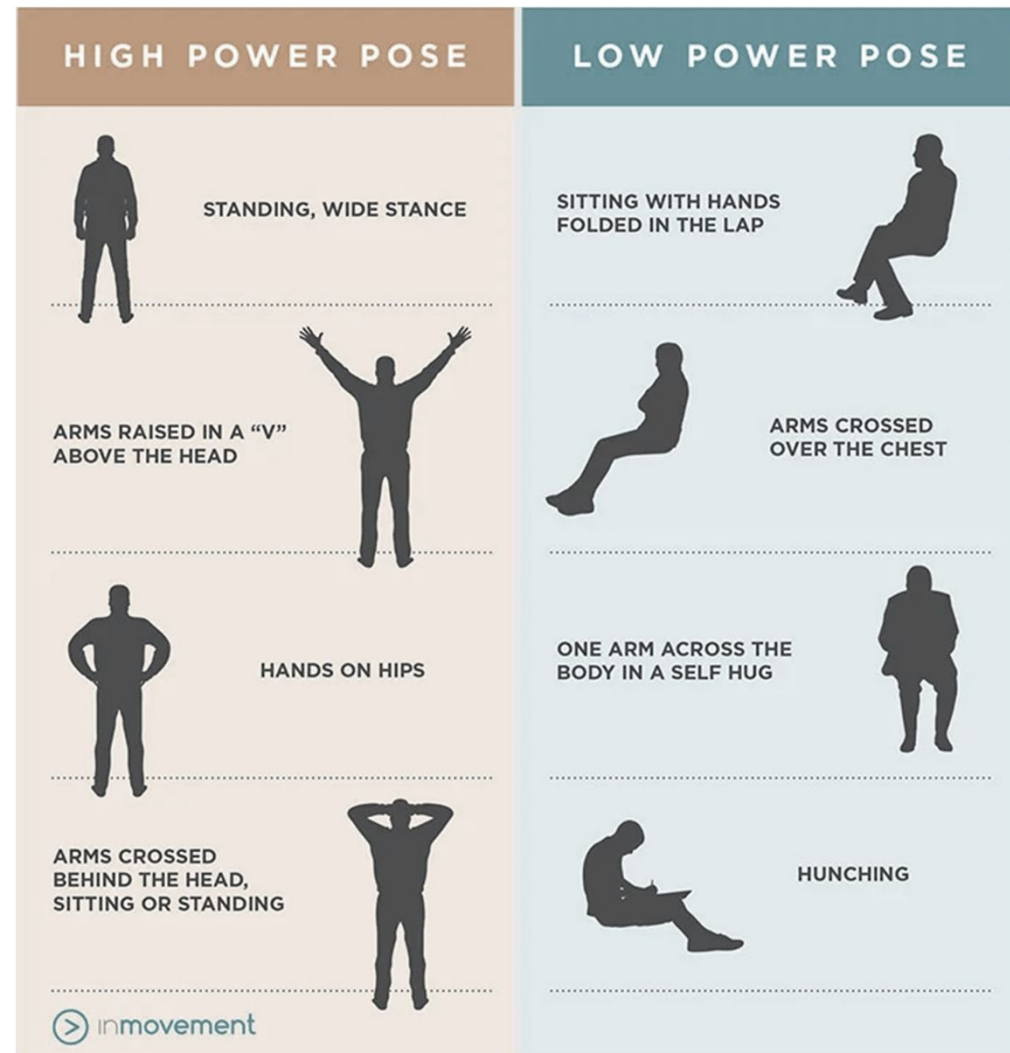
Can you think of any typical gestures you use?

Do you know any gesture with different meanings across cultures/regions?

3.2 Body Language – Posture

- **Power posing** is a controversial self-improvement **technique** in which **people stand in a posture that they mentally associate with being powerful, in the hope of feeling and behaving more assertively.**
- The underlying sciences is **strongly disputed.**

*(-> first suggested by Amy Cuddy in 2010; Cuddy became prominence through her popular TED talk in 2012;
<https://www.youtube.com/watch?v=Ks-Mh1QhMc>)*



3.3 Reading Body Language

Reading body language will open up an entirely **new channel in understanding the people** around you.

There are **5 steps*** that can help to decipher someone's body language.

1

DEFINE THE CONTEXT

2

CHECK FOR CONGRUENCE

3

LOOK FOR CLUSTERS

4

ESTABLISH THE BASELINE

5

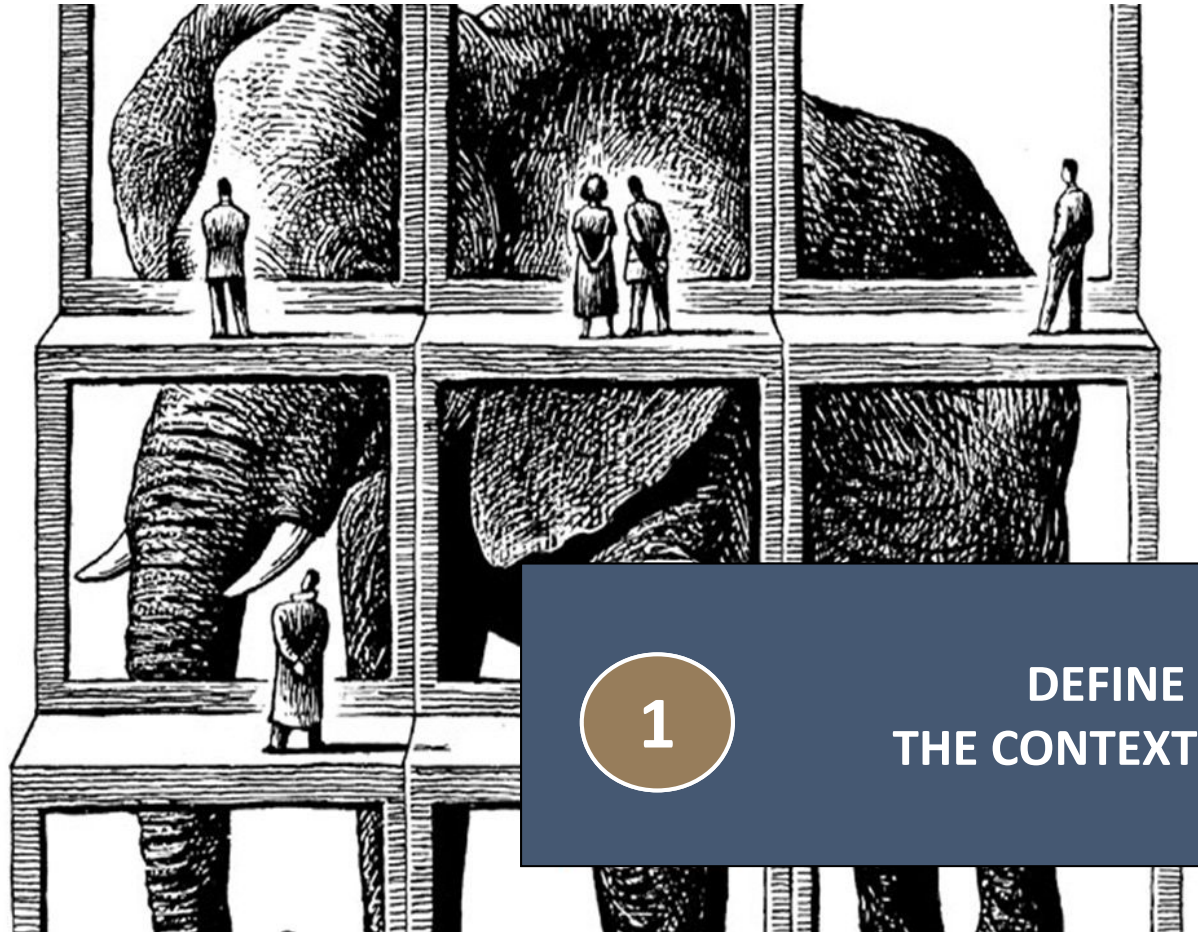
CHECK THE FEET

Attention:

No single body language sign is a reliable indicator.

*Source: The following concept is an abstract of findings being made in the „Body Language Project“

3.3 Reading Body Language – Define the Context



Context is an important factor to consider while reading people ...

We often hear about verbal statements that are taken out of context and in the same way, we can take non-verbal out of context as well.

3.3 Reading Body Language – Define the Context

What kind of setting are you in?



Business?

Dating?

Public?

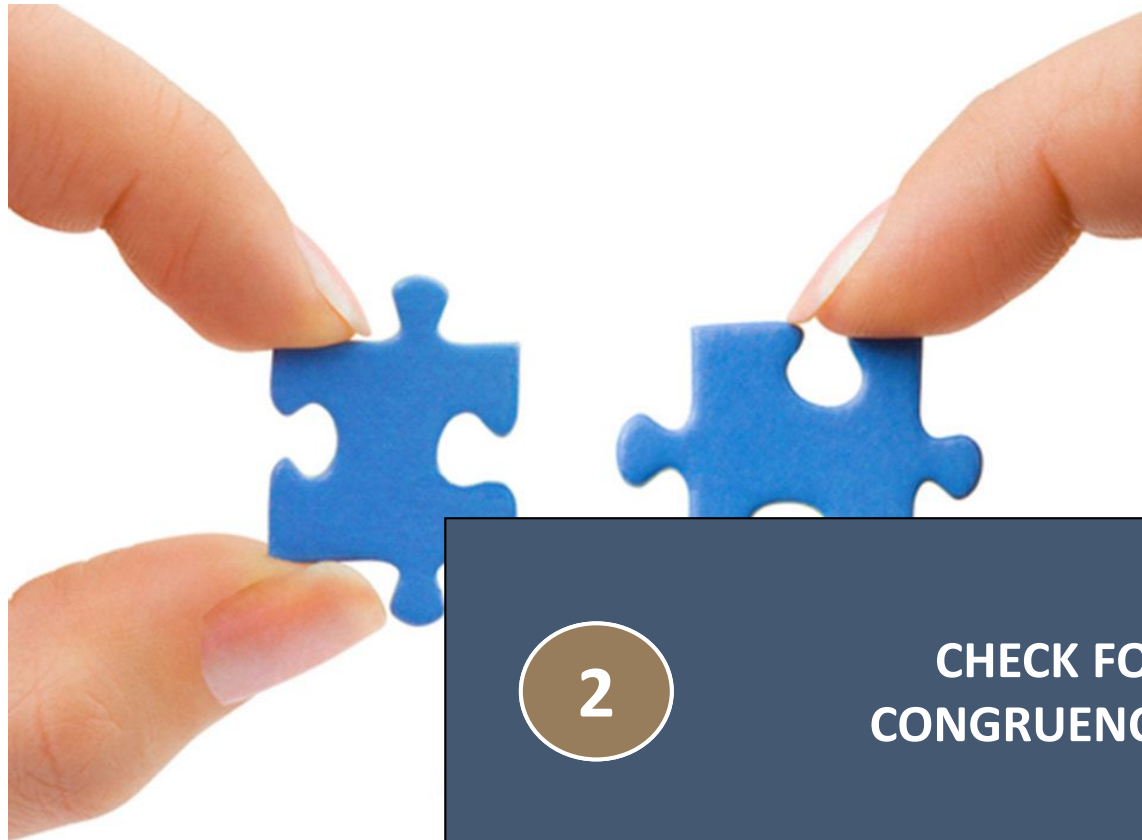
Friendly?

Context refers to the **entirety of the situation in which the language appears.**

It includes the words being spoken, the location, the people present, the circumstances, etc.

All factors must be taken into account for accurately determine the meaning delivered.

3.3 Reading Body Language – Check for Congruence

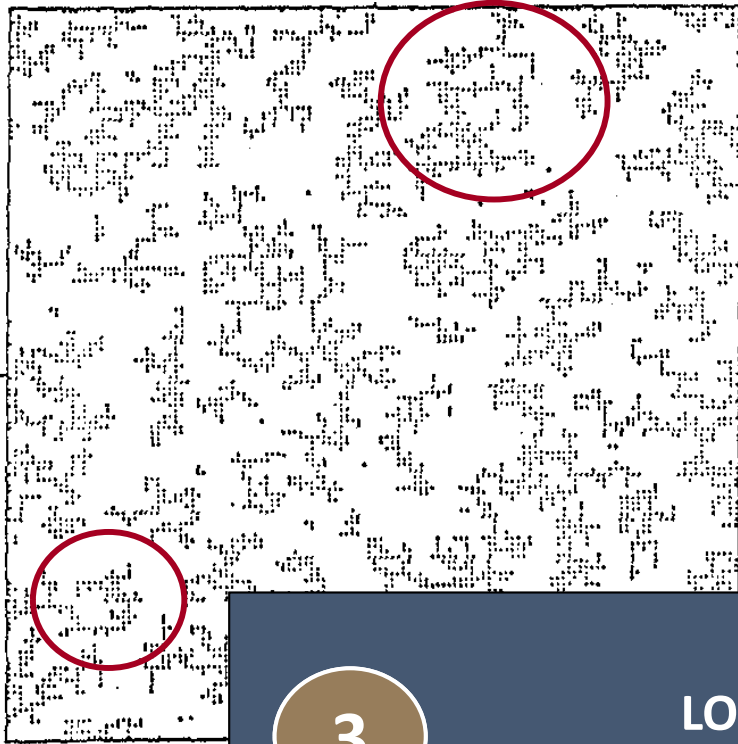


Honest words match up
with honest body language,
i.e. the **body language** and
verbal language are
congruent.

2

**CHECK FOR
CONGRUENCE**

3.3 Reading Body Language – Look for Clusters



3

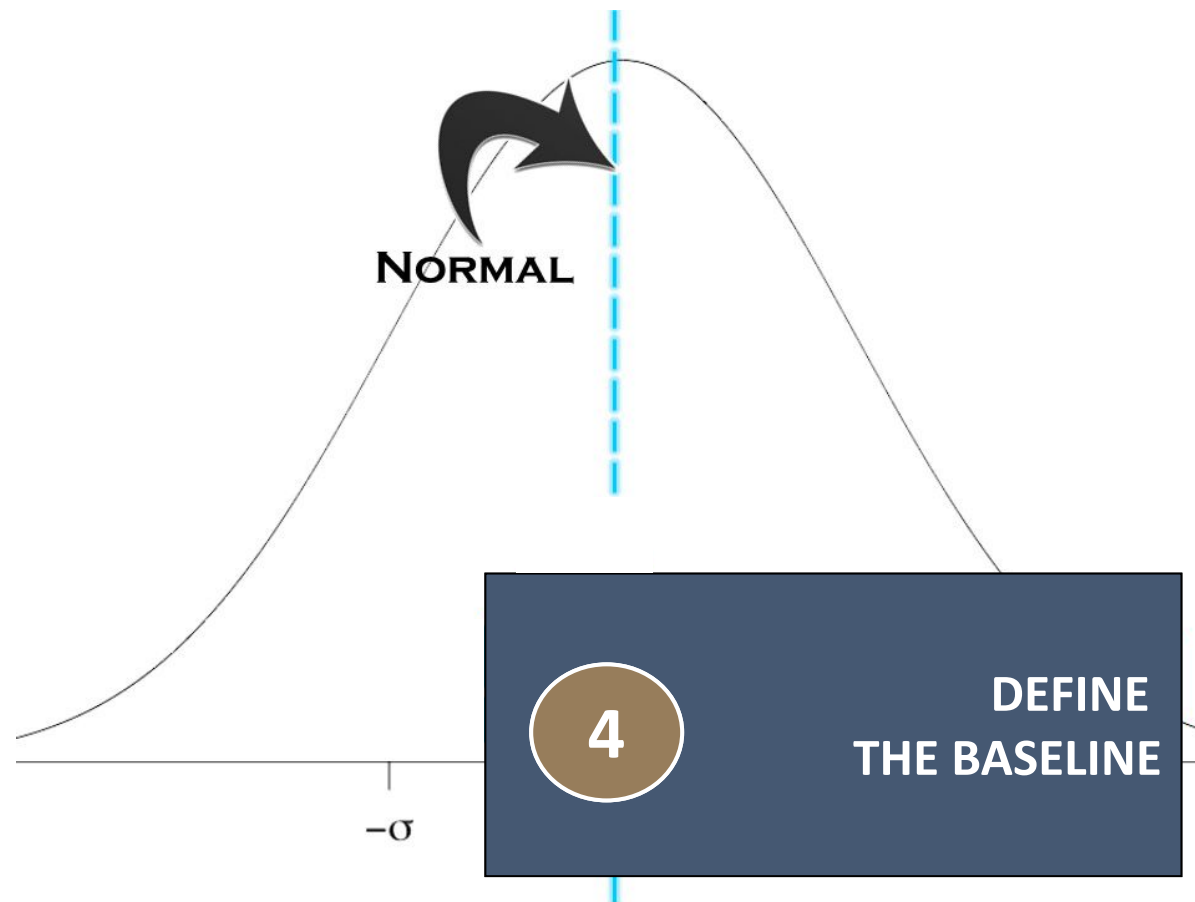
LOOK FOR
CLUSTERS

You cannot attach a meaning to a single gesture and accurately judge a person – you need more than one, preferably **at least four cues before drawing conclusions.**



Joe Navarro
(Ex-FBI-Agent)

3.3 Reading Body Language – Define the Baseline

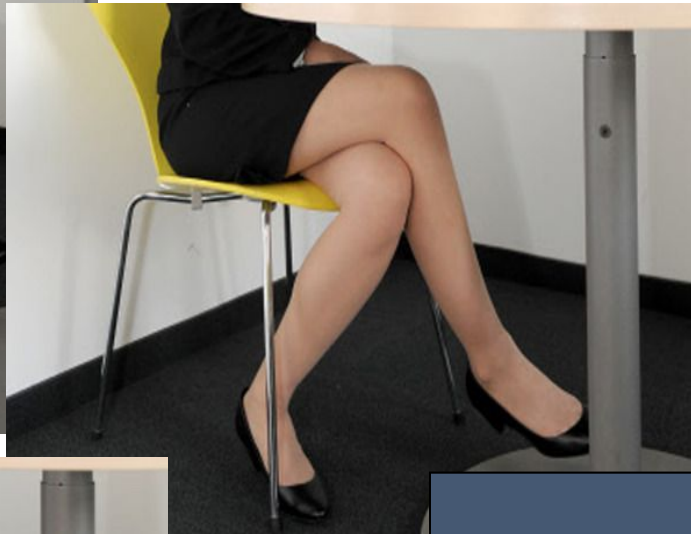


Defining the baseline is one of the most important and often overlooked aspects when reading body language.

The **baseline** is a set of **nonverbal mannerism** that a person will use **when “relaxed”**.

Experts agree that **reading body language** requires a **comparison** between **relaxed body language** and **body language** that arises **during emotional provocation**.

3.3 Reading Body Language – Check the Feet



5

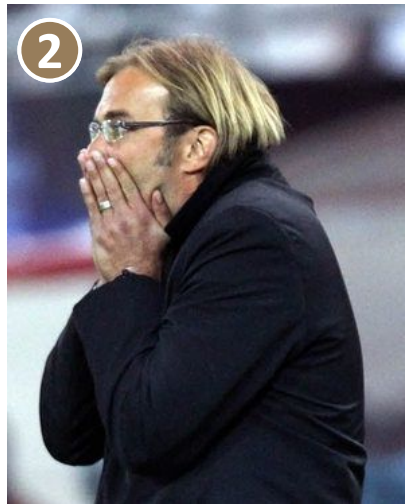
**CHECK
THE FEET**

Source: www.karrierenews.de

3.3 Reading Body Language

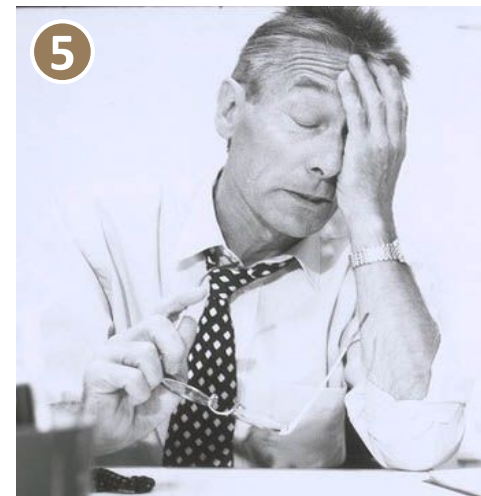
Exercise

What do they convey?



- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____

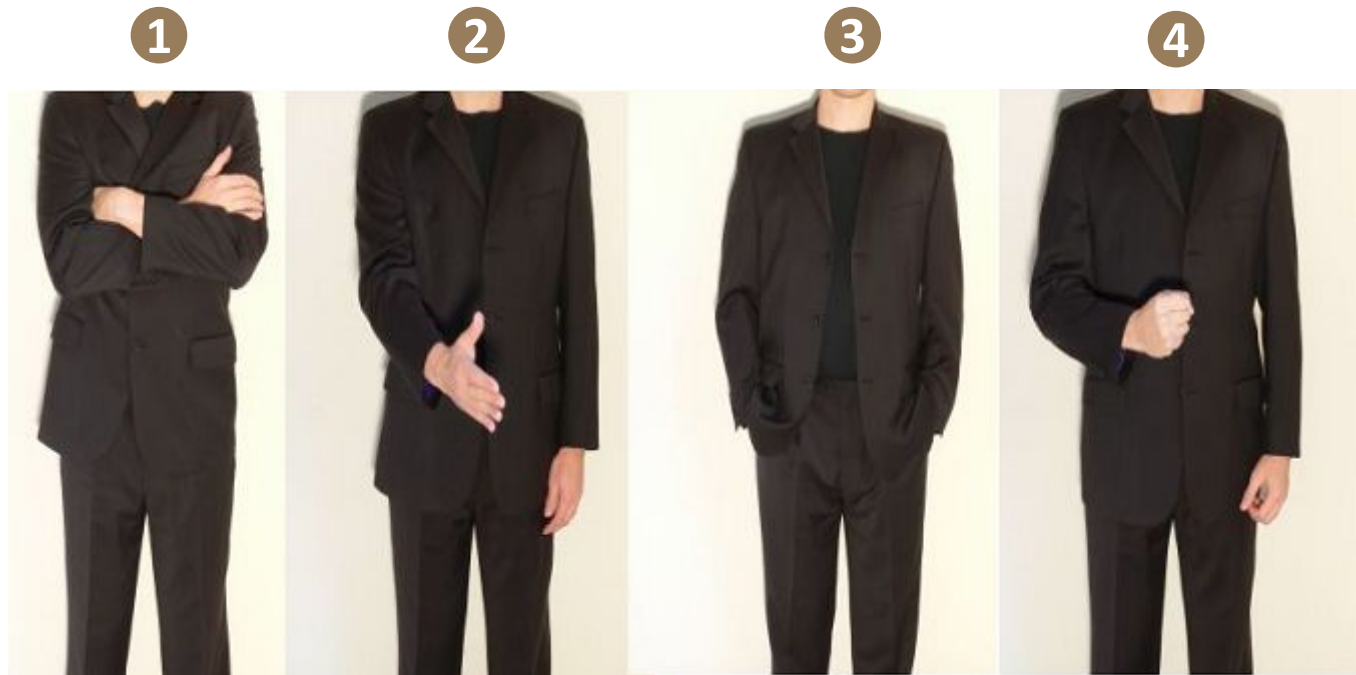
Source: pictures taken from diverse daily newspapers



3.3 Reading Body Language

Exercise

What do they convey?



Source: www.meirc.com

3.3 Reading Body Language

Exercise

What do they convey?







Source: www.eltern.de/Corbis, www.scinexx.de

3.3 Reading Body Language - Be Aware!

And finally – be aware!

- Do **not** spend **too much time** looking at the **other person's body language**.
- **Do not judge a person solely by their body language.**
Trust your inner voice – our **intuition** is usually quite accurate.
- Do **not isolate yourself by constantly examining your body language** when interacting with people. (*-> Paralysis by analysis*)
- Do not forget that there are **cultural differences in body language**. (*-> Culture Iceberg Model*)

Business Etiquette – Module 2

Any Questions?

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