

## SOFT SKILLS: AN ESSENTIAL INSTRUMENT FOR PROFESSIONAL ACCOMPLISHMENT

**Dr. Kamalakar Baburao Gaikwad**

Head and Assistant Professor in English

Mahatma Gandhi Vidyamandir's Samajshree Prashantdada Hiray  
Arts, Science & Commerce College, Nampur, Tal-Baglan, Dist-Nashik.

E-mail: gaikwadkamalakar@gmail.com

### **Abstract**

*Soft Skills / People Skills / Life Skills play a vivacious role in today's globalized and persistently changing world in order to meet numerous challenges of everyday life. It is the indispensable component of corporate world. A soft skill is a subjective characteristic and interactive capability that supports situational responsiveness and augments an individual's capacity to acquire organizational objectives. It helps employees meritoriously to interrelate with others and flourish in the workplace. Employees with virtuous soft skills can assist companies accomplish higher levels of competence and productivity. The present society has transformed their ideologies from collaboration to competition. Day by day communal, traditional, ethical and spiritual values are changing continually. Subsequently our life has become more traumatic. Therefore it is important to deal with the challenges, concerns and difficulties of daily life and to cope up with the demanding circumstances. This transformation can be brought unaccompanied by soft skills.*

*The main objective of this research is to familiarize the readers about soft skills and their effective usage in corporate or professional life. Here the major emphasis is on how soft skills are essential mechanisms for professional achievement. The protruding soft skills such as interview, time management, stress management, decision making skills, intercession skills and ethical values. These soft skills augment our temperament and help us to furnish professional and commercial requirements. Without knowing and implementing these soft skills, one cannot taste the success of professional life.*

### • **Key Terms:**

Soft skills, Interview, Meetings, Time and Stress Management, Decision Making Skills, Negotiation Skills, Moral Values, Professional Success

---

### • **Introduction:**

Soft skills are the peculiar qualities and interactive in nature. They are more problematic to attain and modify through ceremonial training.

*People skills are relational skills that communicate how commendably people interrelate with others and handle situations.*<sup>1</sup>

They are more fundamental to disposition and more tough to evaluate quickly, but they may be as significant on the job over time. Soft skills are societal, demonstrative and knowledgeable tools. They are used in accomplishing success in every aspect of life.

They are psychosomatic proficiencies that help people to elucidate problems, take decisions, ruminate resourcefully and judgmentally, build vigorous relations, communicate excellently, commiserate with others and accomplish their lives in a industrious and healthy manner. Practicing life skills in personal life leads to amiability, self-esteem and forbearance. It leads to the capability to take action and make an alteration and to adopt what to do and how to do? These skills are indispensable tools and abilities for empathetic our strengths and weaknesses. It makes us to distinguish opportunities and face all confrontational situations and to recognize and decipher problems.

*Soft Skills help us to lead an evocative life. They reassure prolific interactive relationship with others.*<sup>2</sup>

In everyday life, the development of life skills help us to find new ways of thinking and problem solving. It makes us identify the impression of their actions and teaches them to take accountability for what they do rather than blame others. Soft skills build confidence both in spoken skills and for group collaboration and cooperation. They strengthen the capacity of an individual to meet the needs and demands of the present society and helps in dealing with the above concerns in a manner to get desired practical behavior. They divulges life skill training through indoctrinating life skill edification will help youth to overcome difficulties in life. Life skills are the merchandise of amalgamation of numerous skills. These skills help us in scrutinizing, understanding the situation and making new pronouncements, solving problems, finding new methods of thinking etc.

Soft skills cultivate the team building, group collaboration and leadership talents. It makes a person more accountable and teaches to meditate expansively. It develops a greater sense of cognizance and value of appreciating others deeds.

*Acquiring life skills is an ultimate progression that helps every individual to propagate and mature. It helps you to build self-assurance and augments one's self esteem and efficiency.*<sup>3</sup>

These skills offer tools and techniques to progress intra-personal and interpersonal relations. They help individuals to withstand in life, lead an eloquent existence and to deal with rapid changes in age of globalization. Life skills advance an inclusive personality. They can manage our emotions competently. Life skills lead a contented and symphonic life. They may increase our communication capacities. Thus they recover our hypothetical presentation and endorse greater affability.

- **Overview of Index Terms:**

Before going to discuss the aforesaid study in detail, let's try to figure out some unequivocal terms such as Soft skills, Interview, Meetings, Time and Stress Management, Decision Making Skills, Negotiation Skills, Moral values and Professional success.

- **Soft Skills:**

Soft skill is a armament which makes an individual to be efficacious in living a inventive and nourishing life. They lead to a optimistic behavior and exercise which encourages emotional competence. It also builds vigorous atmosphere, self-confidence and psychosomatic healthiness. *Soft skills being a collaborating method, focuses on learner centered, youth friendly, gender penetrating, cooperating and hands-on learning.* People skills are the mixture of information, assertiveness and abilities. Thus they endorse psycho-societal competences.

**Interview:**

Interview is a recognized or unceremonious, organized or unstructured, conversation between interviewee and interviewer. Here the interviewer asks the interrogations to accomplish information, appraise academic credentials, or guesstimate the correctness of a candidate for a job, admission, or other resolutions. It can be a one-on-one two-way conversation or it can be manifold interrogators and several contributors. *Interviews help to meet wide range of evidence about the interviewee's approach, inspirations and feelings.* It enables them to take decisions to appoint the right candidates from a group of applicants.

**Meetings:**

*A meeting is a gathering of individuals for an unequivocal determination, either in person or online.* Meetings can be held physically or practically by using videoconferencing or telephone calls. Through meetings, one can share opinions, information and understanding and can produce improved strategies and decisions than individuals working alone.

**Time Management:**

*Time management is the preparation of scheduling and regulating how you devote your time to be more prolific and well-organized.* It can apply to numerous areas of life, including work, family, communal life, pastimes, and particular interests. It delegates improved work quality, less anxiety, additional time for imaginative or premeditated projects, less postponement and more self-confidence.

**Stress Management:**

Stress is an involuntary corporeal, psychological and demonstrative rejoinder to a problematic occurrence. *Stress management is a technique and psychotherapy that help people to regulate their stress levels.* Its basic aim is to improve average life and decrease the menace of prolonged stress. It offers several ways to deal with the stress and adversities in life. Stress can be managed by leading a well-adjusted and recovered life.

**Decision Making Skills:**

*Decision-making skills are the capability to make rational and informed decisions in an assumed condition based on the existing circumstances.* They are also termed as problem-solving skills. Someone with good decision-making skills at work can evaluate all the realities, recognize the company's present objectives and goals and choose the best course of action. Decision making is the development of making selections by categorizing a choice, gathering evidences and calculating substitute determinations.

#### **Negotiation Skills:**

*Negotiation skills are the capacities that assist two or more gatherings to reach a contract.* These abilities can be functional in many conditions, such as negotiating a payment, a business transaction, or resolving a conflict. Energetic listening, good and active communication, demonstrative intellect, problem solving, considering others welfares and requirements, ascertaining and managing encounters, tactical methods, flexibility, persuasion, inventiveness, optimistic attitude and inclination to negotiation are some of the basic components of negotiation skills.

#### **Moral Values / Morality:**

*Moral values helps people to differentiate between virtuous and debauched actions, verdicts, and intentions.* These are the guidelines that assist a person in determining between correct and incorrect. One should uphold consciousness of one's morals along with self-awareness by creating honest, trustworthy and impartial judgments and associations in everyday life.

#### **Professional Success:**

*Professional success is everything you do at your workplace that makes you happy and contented.* It can change from person to person. It deals with setting goals, putting sincere efforts, working as a team player, inclination to learn new skills, maintaining a positive attitude, taking care of yourself, being buoyant, enlightening yourself etc.

- **Research Methodology:**

The researcher has employed qualitative method and close reading of the texts related to the terminology used for soft skills and its usage as an instrument for professional success. The present study explores how soft skills are essential in corporate world in order to get professional success. It also highlights other concepts related to the research such as soft skills, Interview, Meetings, Time and Stress Management, Decision Making Skills, Negotiation Skills, Moral values and Professional success. Reading a text helps to interpret several thematic aspects of the play. It also helps to generate textual and numerical evidences from texts at large scale so that comprehensive information can be

visualized and put before the readers extensively. Therefore the researcher has interpreted the literary texts for enhanced discernment.

- **Literature Review:**

Literature review is the momentous attribute which analyses the former researcher's observations on the hypothetical topic. Here the researcher has represented soft skills as an essential instrument which can help to build a professional success in every human beings life. He has proved the evidences wherever necessary. The following literature review helps to appreciate the in-depth knowledge of the research.

- a. ***Soft Skills through English, Skill Enhancement Course, Board of Editors, Orient Blackswan, Hyderabad, 2024***

This chapter emphasizes on soft skills or people skills which are very crucial in corporate or business world for professional success. These tools are very essential for today's youth in order to achieve success in their life. The amalgamation of Hard and soft skills will indeed enhance their overall personality and better prospect. To prove this point, they have illustrated some important soft skills which will help the readers to know about them in detail.

- b. ***Whitmore, Paul G. What are Soft Skills? CONARC Conference, Texas, Dec 1972***

This book highlights the significant aspects of soft skills with its definition, nature and scope.

- c. ***Levasseur, Robert. People Skills: Developing Soft Skills: A Change Management Perspective, Interfaces, 2013***

Robert claims that people skills or life skills can be developed considering the importance of soft skills.

- d. ***Chaney, L.H. The Essential Guide to Business Etiquette, 2007***

Chaney proclaims in his book how to conduct meetings and what are the basic guidelines to conduct meetings as they follow etiquettes.

- e. ***Schwartzman, Helen B. The Meeting: Gatherings in Organizations, Springer, 1989***

In this seminal book, the writer has delineated the value of meetings and how meetings are the useful weapon for gathering people for the specific transactions as a business activity.

- f. ***Ferrari, Joseph R. Getting Things Done On Time, Oxford Clinical Psychology, 2015***

Ferrari showcases the importance of time management and how it is used in corporate world as a tool of chronemics.

**g. *Lehrer P. M. Principles of Stress Management, New York, Guilford Press, 2007***

Here Lehrer has asserted the principles and guidelines of stress management.

**h. *William P. Tacit Knowledge and Strategic Decision Making, Group and Organization Management, 2016***

William defines the strategic planning of decision making. He continues that decision making

helps to achieve the desired goals.

• **Soft Skills: Prerequisite for Professional Achievement:**

Soft skills help employees effectively interact with others and succeed in the workplace. Employees with good soft skills can help companies achieve higher levels of efficiency and productivity. They play a crucial role in today's globalized and constantly changing world in order to meet several challenges of everyday life. In this research, the researcher has delineated following soft skills which are necessary for the professional success.

**a. Interview:**

An interview is a formal meeting where one or more persons ask a candidate several questions. The purpose of interview is to find out the suitability of a candidate for the particular post. The candidate sends application along with Curriculum Vitae to the prospective employer. After screening, he / she has been called for the interview. In interview, the selection of the candidate is done on the basis of knowledge, qualification, presence of mind. Verbal and non-verbal aptitudes, amalgamation of soft and hard skills etc.

**How to prepare for interview?**

Preparing well for an interview helps the confidence level of candidate. Before appearing for the interview, the candidate need to keep in mind the following aspects.

1. Do a revision on the core subject and to update about the recent developments.
2. Prepare answers to some questions that might be asked in interview by the panelists such as about introduction, purpose to attend the interview, reason of switching the job or joining as a fresher, strengths and weaknesses, expertise in particular field and essential soft skills required to obtain success in professional life.

**Techniques to face an interview:**

Facing an interview is a skill which helps you to tackle the situation with calm and cool mind. After reaching to the place of interview, the candidate has to follow certain guidelines through which his overall personality and patience can be checked. These guidelines may deal with:

1. Wait for your name to be announced and seek the permission by knocking on the door before you enter.
2. Greet the people in the room in a pleasant manner.
3. You are not supposed to sit down unless you are asked to sit.
4. Look at the interviewers. Maintain a proper and positive eye contact with them. Take care about body language and converse with them in polite manner.
5. Do not interrupt the panelists in between the interview and allow them to speak before you respond.
6. Listen carefully to the interviewer's questions and comments and speak clearly with a moderate pace.
7. Answer the questions in a specific way.
8. Don't give the answers in yes no type format.
9. Don't give vague answers. If you don't know the answer, you can use the expressions such as: I am afraid, I don't know, I am sorry, I am not really certain...etc..
10. Express your opinions politely.
11. Do not argue or boast about certain traits such as about your knowledge, skills, experience, expertise etc. Simply mention your achievements honestly and politely.
12. Do not ask the questions to impress but display genuine and intelligent queries.
13. Wait for the interviewer to tell you that the interview has ended before you get up from your chair. Thank all the people before you walking out of the room and with pleasant mood, leave the hall with gentle closing the door.

#### **b. Conducting Meetings:**

Interview is the final stage in selection process. Once you recruited in the organization, you are supposed ask to attend or join several meetings. Joining or conducting multi-purpose meetings require soft skills. Your skill and value as an employee is determined and judged how you interact with your fellow employees or seniors. Meetings are events where people come together to discuss and decide business transactions. Meeting is the common mode of analyzing and reviewing complex business situations. Meetings are held to address important concerns of the organizations such as sales, finance, expansion, launching of new products, taking decisions related to marketing and advertising, to discuss complex issues, resolve conflicts, take remedial measures and to examine the budget proposals of the company and the government. Meetings are held by a group of members of the company. Meetings may be held at regular intervals to discuss matters of immediate concern.



**The Procedures to be followed for conducting a meeting:**

1. A meeting must be communicated to all the members in advance.
2. Meetings should have a schedule and must begin and end on time.
3. A notice with agenda is circulated to the members and are informed about the date, time and venue.
4. A time limit and quorum is necessary for the meeting.
5. The conclusion of the meeting is summarized so that each participant understand the summary of the proceedings.

**Conducting a meeting by the Chairperson:**

1. Generally a senior most person chairs the meeting. He exercises his or her authority and takes the control of entire meeting. He specifies the objectives of meeting to the members.
2. Chairperson should start the meeting at a scheduled time without waiting for the latecomers as meeting is the time bound activity and it's a matter of punctuality.
3. Chairperson first of all welcomes the members with opening remarks.
4. The chairperson conveys apologies for the members who are unable to attend the meeting.
5. The chairperson asks the members to approve the minutes of previous meeting.
6. The chairperson conducts the meeting as per the agenda strictly and tries to achieve the overall objectives.
7. The chairperson should be impartial. He or she should listen the opinions of the participants without bias. He should respect the views of all participants.
8. It is the duty of the Chairperson to encourage and motivate to reluctant members to speak and give equal opportunities to all members.
9. The chairperson politely clears the wrong notions and misunderstandings. He provides sufficient inputs and brings the points in the proper light.
10. The chairperson keeps the record of all unresolved issues, future course of action, tentative date of next meeting etc.
11. The chairperson ends the meeting on time by thanking all the participants.

**Active Participation and Discussion in Meetings:**

Each participant can participate in meeting and express his opinions or suggestions. Participation in meetings enables all the participants to experience an opportunity as a part of business administration and management. It helps them to learn about the functioning of the company as a whole. Active participation makes the participants think carefully and gives each member an opportunity to demonstrate his talent to superiors, colleagues and subordinates.



### **Responsibility of the participants before entering the meeting hall:**

Members or participants must know the following things before they enter the meeting hall.

1. Members should be punctual in attending the meeting.
2. They should go through the agenda.
3. A careful study of agenda is to be done as an exercise by each member.
4. In case of absence for attending the meeting, must be communicated in advance to the chairperson.
5. There should be a substantial contribution of the member.

### **Role of the members inside the meeting hall:**

Members should know their role inside the meeting hall. They have to observe following things.

1. Members should be interested, relaxed and confident in the meeting.
2. Do not be impatient in speaking if they have a valid point to talk.
3. Keep an open mind. Be open to learning new points and correcting yours.
4. They must be courteous to others and should patiently listen to the opinions of others.
5. Be assertive without offending others.
6. Do not converse with others while someone else is speaking.
7. Do not criticize other participants if they do not agree with you.
8. Do not carry emotions or swayed away by emotions.
9. They should be flexible and respect others views.
10. Members should always keep their mobile phone silent.
11. Their presence should be retained up to the end of the meeting.

### **Meeting Manners or Etiquettes:**

Etiquette is the ethical behavior denotes unwritten set of customs that need to be followed in particular social and professional situations. Each member should follow the meeting etiquettes. Knowing the rules of etiquettes allows to gain easy acceptance within a group of people and improves chances of success in everyday communications. Some of the meeting etiquettes includes : punctuality, avoiding interruptions and ensure active learning, emotional control, not to monopolise, joking with colleagues, switching of mobile phones, staying till the end of the meeting and obeying the chairperson.

### **c. Stress Management:**

**Stress** is the unavoidable part of human being's life. It is caused when the demands on us are more than what we can handle comfortably. It is the need of hours to cope up with stress in order to prevent probable worst happenings and consequences.

**Stress management** is the technique to handle stress wisely and prevent it from harming us. If stress is not handled properly, it would directly effect on our health and also our mental functions such as memory, concentration and understanding. The probable factors of stress are: sleeplessness, exhaustion, loss of appetite, excessive appetite, excessive anger, emotional outburst, headache, restlessness, poor concentration and memory and nervousness.

### **How to manage or cope with Stress?**

The stress can be managed by following ways.

1. Identify the sources of stress
2. To find out ways of withstanding pressure and meeting challenges without letting it harm us.
3. Eat a healthy diet rich in vitamins and minerals
4. Have a sufficient sleep and short mid-day naps if possible.
5. Adapt to a situation or be flexible
6. Take short breaks to refresh yourself. Set realistic goals for yourself.
7. Learn to think positively and be optimistic.
8. Leave work as far as possible at office and relax completely when you are at home.
9. Talk about your feelings of anxiety, anger, fear and resentment to your close people.
10. Think carefully about our attitudes, habits and way of working in order to reduce the level of stress we experience.
11. Avoid unhealthy practices such as overeating, excessive sleeping, behaving rudely with others, losing our temper without reason and taking dangerous medicines, drugs, consuming tobacco, alcohol, smoking etc.
12. Practice physical exercises, have a fun and do relaxing activities such as yoga, zumba dance, trekking, listening music, watching films, reading books and spending time with friends.

### **d. Decision Making Skills:**

Decision making is the skill of identifying and choosing alternatives or course of action based on values and preferences. We preferably have a choice to watch the movies, dress to wear for college or office, what to eat for breakfast, planning to go for outing, join to which college, which career to choose, discuss the goals to achieve etc. These choices are made on the basis of decision. Therefore to take decisions and act accordingly are difficult. But we should learn to take decisions at right time.

### **Steps of decision making:**

1. Identify the goals or decisions: What decision and the purpose of choosing the goal
2. Identify the options or alternative course of action: Making list of available options
3. Study the possible consequences of various alternatives: Speak to the experts about the possible consequences, collect information and process it.
4. Implement the decision: Choose one alternative and implement it.
5. Evaluate the decision: It is essential to evaluate the final decision and its effectiveness. It helps to develop decision making skills for future problems.

#### **e. Time Management:**

Time management is the part of chronemics. This is the essential soft skill which everyone should follow. In our personal and professional life, we must observe the principle of time management. It is the duty of every person to utilize the time effectively and efficiently. It is necessary for optimum productivity and success. We need to develop the habit of controlling time considering our specific goals, deadlines and targets. Time management must be flexible so that one can adjust himself with the changing situations.

Time management is done by assessing workload, prioritizing, planning and scheduling work, monitoring progress and taking appropriate decisions for unexpected delays. We need to identify time wasting activities and to develop the habit of making the most of our time. The basic advantages of time management comprises with gaining control over what happens at a given time, better performance, recognition at work, more free time and less stress.

#### **Tips to manage our time effectively:**

1. Be clear about your objectives.
2. Identify the time wasters.
3. Make a list of work that needs to be done and number them according to their urgency and importance. One can put the tasks in the right quadrants as very urgent, not urgent, very important and not important.
4. Use diary to plan your work.
5. Delegate tasks that you need not do personally to junior colleagues or team members.
6. Arrange your workspace carefully and keep your desk tidy in order to avoid wasting time searching for the things.
7. Deal with your paperwork without delay.
8. Learn to use the telephone carefully.
9. Try to make all your calls together at a convenient time every day.
10. Avoid time wasting activities such as interruptions by colleagues, too many coffee breaks, browsing the web to read the news, a film review or unimportant calls.

#### **f. Negotiation Skills:**

Negotiation is a cooperative process. It is a discussion through which a resolution to a conflict is found. It is a way by which people settle differences without resorting to argument which will be beneficial to both parties. In a professional environment, the ability to negotiate is vital to success. Without it, the team members may not be able to coordinate or work efficiently and communication breaks down.

Negotiation skills help you change someone's mind by talking to them and giving them good reasons for doing so. Negotiating with others helps you to achieve what you want. It is important for gaining success as a member of a team especially you negotiate

tactfully in a team to agree to a course of action. It tries to meet the legitimate interests of both sides. Negotiation skills can be learnt and practiced.

**Techniques to negotiate effectively:**

1. Identify the primary issue at stake.
2. Consider the process of negotiation from both sides.
3. Try to realize the strengths and weaknesses of both parties.
4. Build a rapport with a person whom you are trying to negotiate with.
5. Adopt a cooperative attitude
6. Plan your bargaining position
7. Show your willingness to compromise
8. Prepare a list of questions
9. Be open minded and considerate.

**g. Moral Values and Professional Life:**

Values and ethics form the fundamental building blocks of your personality. Values are certain principles that govern the way you conduct your life. For example, being kind to everyone irrespective of their social status, class or caste is a value. Ethics are moral principles that determine right behavior from wrong behavior. For example, not lying or indulging in cheating is ethical behavior. Thus values and ethics leads to a meaningful life. The better your value system and sense of ethics are, the easier you will be able to negotiate and deal with various issues at workplace and at other social places. Being respectful to other people, being sensitive to cultural specificities in the workplace, making sure the way you work is honest and done in the right way and so on.

**The Role of Moral Values in Professional Life:**

Moral values such as integrity, honesty, respect, fairness and responsibility have an important role in professional life. They must be guiding principles that decide the way you behave, take decisions and interact with others at the workplace. Moral values should be practiced by the organization as a whole. They create an atmosphere of trust and fairness which will contribute to success. The organizations which keep themselves away from unethical practices and misconduct, can only appreciated as brand in the market. Following moral values are most important in professional life.

**a. Integrity and Honesty:**

Integrity means be honest and transparent in all your actions and decisions. You should always be consistent in your principles. This will help to build trust with your clients, colleagues and stakeholders. It fosters a secure and dependable work environment.

Honesty focuses on truthfulness in professional communication. Be honest and clear in your communication. Be open in admitting one's mistakes, in giving feedback and in

pointing out deceitful practices. The honest person can earn the respect from his colleagues.

**b. Respect:**

Respect is the prime objective of moral values. One should always value the dignity, rights and opinions of others. By being respectful in your behavior, you will create a positive and inclusive a workplace where your colleagues and clients feel valued, appreciated and encouraged. You will reduce tensions and encourage people to collaborate effectively.

**Responsibility:**

A responsible employee shows a moral obligation to perform his duties and fulfil all his commitments with diligence. He would have a feeling of ownership and feel accountable for his actions. Responsibility ensures that tasks are completed efficiently. This will help with the success of your organization.

**Fairness:**

Fairness is the ability to treat everyone justly without discriminating against anyone. It is significant in decision making, evaluating your colleague's performance and in conflict resolution. Organizations that prioritize fairness inspire a sense of justice, trust and equality among employees.

• **Findings:**

After studying the microscopic details in the research, we can envisage the following major findings.

- a. It is observed that soft skill is an essential instrument for professional success.
- b. It is found that soft skill is the crucial need of corporate or business world.
- c. Soft skills help the employees effectively to interact with others and succeed in the workplace.
- d. Employees with good soft skills can help companies achieve higher levels of efficiency and productivity.
- e. The protuberant soft skills worth mentioning are: interview, meetings, time management, stress management, decision making skills, negotiation skills, moral values and professional success.
- f. Soft skills enhance our personality and help us to cater professional and corporate needs.

**Conclusion:**

Soft skills are the cognitive and social capabilities. They are essential for professional success because they can help you improve your career prospects and overall quality of life. Soft skills are critical for success in our career because they help you build and maintain relationships, navigate complex situations and achieve your goals.

This research paper helps us to understand the role of soft skills and their effective usages in corporate world. It makes the employee self-confident and provides customer satisfaction. Thus soft skills in professional life plays a vital role as it increases work productivity with others and strive for a high standard and constant improvement. It encourages us to take up to new projects and actively address workplace problems.

### **Bibliography:**

- a. Board of Editors, Soft Skills through English, Orient Blackswan, Hyderabad, 2024
- b. Whitmore, Paul G. What are Soft Skills? CONARC Conference, Texas, Dec 1972
- c. Levasseur, Robert. People Skills: Developing Soft Skills: A Change Management Perspective, Interfaces, 2013
- d. Merriam Webster Dictionary, Interview, February 2016
- e. Chaney, L.H. The Essential Guide to Business Etiquette, 2007
- f. Schwartzman, Helen B. The Meeting: Gatherings in Organizations, Springer, 1989
- g. Ferrari, Joseph R. Getting Things Done On Time, Oxford Clinical Psychology, 2015
- h. Lehrer P. M. Principles of Stress Management, New York, Guilford Press, 2007
- i. William P. Tacit Knowledge and Strategic Decision Making, Group and Organization Management, 2016
- j. Fisher, Roger. Negotiating Techniques, New York, Penguin Books, 1984
- k. Stanford University, The Definition of Morality, Stanford Encyclopedia of Philosophy, 2011
- l. Postema, Gerald J. Moral Responsibility in Professional Ethics, N.Y.U.L.Press, 1980.