

## Lesson 4

# SHARPENING YOUR PEOPLE SKILLS

### INTRODUCTION

Most Christians have not much problem loving and working with the Lord; but some have problems loving and working with one another.

In this course, we hope to achieve the following objectives:

Purposes of study:

- Get a better understanding of how to relate to one another.
- Avoid common mistakes in relationship.
- Sharpen our people-skills.

### LESSON OUTLINE

- I. START WELL
  - A. Keys to Starting Well
  - B. Keys to get back on the right track if you started wrong
  
- II. BECOMING A BETTER LEADER
  - A. Delegate: Don't do all the work yourself
  - B. Ask your co-workers for their input or advice
  - C. Give your co-leaders an opportunity to take part in decision-making
  - D. Always speak the truth
  - E. Aim at being respected, not liked
  - F. Don't use your position for personal gain
  - G. A good number for effective supervision or follow-up is between 3-8 people
  - H. Recognize the faithful service of coworkers
  
- III. HELPFUL KEYS FOR SOLVING CO-WORKERS' PROBLEMS
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- IV. KEEP YOUR CO-WORKERS INFORMED TO PREVENT PERSONNEL PROBLEMS
  - A. Let your co-workers know the what, when, why and how especially if your actions are going to affect them
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- C. Co-workers must also keep their leaders informed
- V. GIVE OUT SPECIFIC AND CLEAR INSTRUCTIONS
- A. Use Simple words
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- VI. PRINCIPLES FOR RELATING TO ONE ANOTHER
- A. Don't criticize, condemn or complain
  - B. Give honest and sincere appreciation
  - C. Show a genuine interest in other people
  - D. Have a cheerful happy countenance
  - E. Be a good listener.
  - F. Make the other person feel important
  - G. Make every effort to avoid an argument
  - H. Show respect for the other person's opinions
  - I. If you are wrong, admit it quickly
  - J. Try honestly to see things from the other person's point of view
  - K. Talk about your own mistakes before criticizing the other person
  - L. Give the other person a fine reputation to live up to
- VII. SOME POINTS TO REMEMBER WHEN ASKED TO GIVE A SPEECH
- A. Keep to your allocated time
  - B. Arrange your ideas in a logical manner
  - C. Number your points clearly
  - D. Stick to your subject
- VIII. HELPFUL KEYS FOR INVOLVEMENT IN A MEETING
- A. Be on time
  - B. Don't ask questions that waste people's time
  - C. If you are in-charge of the meeting
  - D. Have a cheerful happy countenance
- IX. SOME POINTS TO REMEMBER IF YOU WANT PEOPLE TO LIKE YOU
- A. Don't be a Mr. Know-it-all
  - B. Don't interrupt a person when he is talking

## I. START WELL

In anything we do if we don't do it right - we will end up having a lot of problems.

*Dale Wilson, management expert from Orlando: "First impressions are very hard to change. If you start out on the wrong foot with your employer, it can take a lot of work to overcome those negative impressions."*

### A. Keys to starting well

1. Remember that it is the **Lord** whom you are serving:

*"Slaves, obey your earthly masters in everything; and do it, not only when their eye is on you and to win their favor, but with sincerity of heart and reverence for the Lord."*

**Colossians 3:22**

2. Tone down your **personality**.

If you are new in the ministry and are an outspoken person, try to control yourself. People often are not impressed with a new co-worker who talks so much or arrogantly.

*"A man of knowledge uses words with restraint, and a man of understanding is even-tempered."*

**Proverbs 17:27**

3. Don't **compare** your present with your past ministry.

People often get into trouble with their co-workers when they start comparing their present job/ ministry/ leader with their past.

*Dr. Fleet: "Saying to your supervisor, 'That isn't the way I did it at my old job' won't win her approval. She couldn't care less about how you did it before."*

It is better not to make **critical** remarks about the ministry until you have a better understanding of how the organization or church functions.

4. Learn what your leader's personal **style** is.

Some co-workers get into difficulties with their leaders because they did not understand the working style of their leaders.

Some examples:

- Is he someone who requires a detailed report of your ministry?
- Does he put strong priorities on prayer meeting?
- Does he value punctuality?

5. Give your leader **solutions** not just problems.

Most people already have enough of complaints and problems - they don't need another "problematic worker." When you are facing a problem in your ministry - don't just come to your leader with your problems - offer some proposals or possible solutions.

**Illustration:** *Alfred Stone* - a top executive of a company:

*"I keep my eye on an employee who brings me a proposed solution or two with his problem. Chances are he's a comer, a doer, as well as a thinker, and I earmark him for promotion over those who bring me their problems with no possible solutions."*

When we do this, we are helping to carry each others burden:

*"Carry each other's burdens, and in this way you will fulfill the law of Christ."*

**Galatians 6:2**

6. Get your **facts** right before you take action.

In dealing with problems, the bible exhorts us to investigate thoroughly:

*"And this has been brought to your attention, then you must investigate it thoroughly. If it is true and it has been proved that this detestable thing has been done in Israel."*

**Deuteronomy 17:4**

**B. Keys to get back on the right track if you started wrong**

1. Admit your **mistakes** immediately.

Don't deny or make excuses when you have been told where you have been wrong. It takes humility to admit one's mistakes:

*“Young men, in the same way be submissive to those who are older. All of you, clothe yourselves with humility toward one another, because, ‘God opposes the proud’.”*

**1 Peter 5:5**

*“Therefore confess your sins to each other and pray for each other so that you may be healed. The prayer of a righteous man is powerful and effective.”*

**James 5:16**

*Gerald Myer, an employer: “As a boss dealing with employees, I respect someone who says to me, “I did this wrong and I’m going to work on correcting my mistake.”*

2. Ask your leader and co-workers to show you where you can **improve** in your ministry.

A wise man will take action to improve or sharpen himself in his work or ministry:

*“As iron sharpens iron, so one man sharpens another.”*

**Proverbs 27:17**

## **II. BECOMING A BETTER LEADER**

Here are some helpful keys to becoming a better leader.

### **A. Delegate: Don’t do all the work yourself**

Moses became more effective and the people were more satisfied when he delegated his work:

*“Have them serve as judges for the people at all times, but have them bring every difficult case to you; the simple cases they can decide themselves. That will make your load lighter, because they will share it with you. If you do this and God so commands, you will be able to stand the strain, and all these people will go home satisfied.”*

**Exodus 18:22-23**

1. Delegate to **qualified** or capable people.

Sometimes the Pastor gets upset with the worship leader not leading well. But the truth is that the person chosen to lead was not trained or capable.

2. When the co-worker is given a responsible task to do, his **confidence** is

boosted.

3. Don't **interfere** with the co-worker when you have given the job over to him. Sometimes the leader keeps getting involved in the details of the delegated job. As such the co-worker feels as though the leader has no confidence in him. Thus, he gets upset with the leader along the way.

**B. *Ask your co-workers for their input or advice***

A wise man can always learn from others, even from his followers:

*"Let the wise listen and add to their learning and let the discerning get guidance."*

**Proverbs 1:5**

When you do this, your relationship with your followers or co-workers will improve:

1. They will feel a part of the **team**.
2. They will have a sense of **importance**.
3. They will **exercise** their giftings.

**C. *Give your co-leaders an opportunity to take part in decision-making***

When you do this you benefit the following:

1. You make your co-workers feel a part of the team.
2. They will be enthusiastic especially their suggestions have been incorporated into the planning.
3. You get better ideas.

**D. *Always speak the truth***

*"Therefore each of you must put off falsehood and speak truthfully to his neighbor, for we are all members of one body."*

**Ephesians 4:25**

1. When you speak the truth:
  - a) People will **believe** what you say.
  - b) People will **respect** you.

2. Helpful keys to walking in truth:

- a) Never make a **promise** you cannot keep.

Some leaders are sincere when they make promises to their followers. But make sure you fulfill what you promised otherwise people will lose their respect for you.

God always keeps His promise:

*"God is not a man that he should lie, nor a son of man, that he should change his mind. Does he speak and then not act? Does he promise and not fulfill?"*  
**Numbers 23:19**

- b) Do not make a decision that you cannot **support**.

Sometimes a leader tries to win the favor of others and makes a decision contrary to his own conviction. As such, he cannot support the decision which in turn cause more problems.

- c) Be **accurate** and correct in everything you say.

It is very important that we communicate facts and not "hear-say" rumours.

**E. Aim at being respected, not liked**

In **1 Samuel 15:24** - Saul **wanted to be popular** and liked by the army but to do that he chose to disobey the Lord.

Sometimes actions like correcting a co-worker do not seem to be a popular thing to do but it is still necessary.

*"Better is open rebuke than hidden love."*

**Proverbs 27:5**

When you need to correct a co-worker, follow the procedure set out by Jesus.

**Matthew 18:15-17**

- 1) First, on a **private** basis.
- 2) Then bring in **witnesses**.
- 3) Finally, on a **public** basis.

**F. *Don't use your position for personal gain***

In your church you will have different kinds of people: some are managers, others may be businessmen, doctors or mechanics, etc.

Don't act like a pitiful poor 'church-mouse' - "You know I'm a poor Pastor - can you give me a good discount?" If church members do it voluntarily, then it is fine but don't extend yourself to gain it.

**G. *A good number for effective supervision or follow-up is between 3-8 people***

You lose effectiveness if you have too big a group to care for. One major complaint of mega-churches is that people feel uncared for. This is one of the reasons why big churches divide into smaller cell-groups for more effective supervision and care.

**H. *Recognize the faithful service of co-workers***

One of the ways to build good working relationships with co-workers is to recognize their faithful service unto the Lord. Yes, the Lord will honor and reward them on that day to come. Meanwhile, it does a great deal of motivation when we recognize their efforts here and now. Here are some ways:

1. Have a special **dinner** in honor of such co-workers.
2. Give them **gifts**.
  - a) It can be a book
  - b) It can be a music tape
  - c) It can be some financial blessings
3. Give **verbal** recognition.
  - a) Extend your **personal** appreciation
  - b) Feature the co-worker's **development**:
    - faithfulness



- diligence
- punctuality
- reliability
- co-operativeness

In **Romans 16**, Paul recognized the positive characteristics of his co-workers in appreciation of them.

- c) Mention some of the co-worker's **achievements**
- d) Tell what **good** things other co-workers say about her

### **III. HELPFUL KEYS FOR SOLVING CO-WORKER'S PROBLEMS**

There will be times in the ministry when we encounter people who make mistakes and people who complain.

#### ***A. Here are some helpful keys for correcting a person's mistakes without criticizing***

1. Find out all the relevant **facts** regarding the mistake.

In the Old Testament, any "hear-say" of a wrong deed must be thoroughly investigated so that decisions can be based on facts :

*"Then you must inquire, probe and investigate it thoroughly. And if it is true and it has been proved that this detestable thing has been done among you."*

**Deuteronomy 13:14**

2. Begin with sincere **praise** and **appreciation** of the person's work.

*"Words from a wise man's mouth are gracious, but a fool is consumed by his own lips."*

**Ecclesiastes 10:12**

3. If you have done the same mistake, **share** and identify with your co-worker.

This shows that you are understanding and have been through the same pathway. Your co-worker will then feel more at ease to share his or her failures.

4. Give the co-worker plenty of **opportunity** to talk and explain her actions.

Don't come in like a "bull ready to charge" at its opponents.

5. Don't jump to **conclusion**.

*"He who answers before listening - that is his folly and his shame."*

**Proverbs 18:13**

6. If **discipline** or punishment is needful, let the person select the punishment. He'll usually be much tougher on himself. Then when you reduce the punishment, he'll be grateful to you for your kindness.

God gave David the opportunity to select his punishment in **1 Chronicles 21:11-13**.

7. Conclude with sincere **praise** and appreciation for her work.

8. Whatever it may be, don't lose your **temper**.

**Galatians 5:22** tells us that one of the fruit of the Holy Spirit is **self-control**.

*"A fool gives full vent to his anger, but a wise man keeps himself under control."*

**Proverbs 29:11**

9. Don't correct a person's mistakes too **often** or you would seem to be nagging at the person.

#### **B. *Helpful keys for handling complaints***

Church members do complain about things and if we do not know how to handle complaints, we will have difficulty with people around us.

1. Recognize that a person's complaint may be right and that it may **help** you in your ministry or the church.
2. Ask the person if she wants you to do anything to help in the situation.

A good leader must be prepared to solve problems.

3. Don't make a **hasty** decision to correct any situation.

*"... he who is hasty miss the way."*

**Proverbs 19:2**

4. Let the person **know** your decision and what you have done about it.

### **Role- Play**

- **Correcting a Co-worker:** (15 minutes).

For example, ask two of the Students to role-play - one as a leader and the other a co-worker. The co-worker has always been late in starting the Sunday School. As a result, parents are delayed from going home. How would you handle the co-workers' mistake?

- **Handing complains:** (15 minutes).

Ask one of them to act as a leader and another to voice a complaint. They can bring out their own examples of complaint.

The important point in the role-play is to get them to be familiar with the practical steps which you have just taught.

## **IV. KEEP YOUR CO-WORKERS INFORMED TO PRESENT PERSONNEL PROBLEMS**

Most of our personnel problems are due to the fact that we do not communicate enough:

- A. *Let your co-workers know the what, when, why and how especially if your actions are going to affect them*

E.g., If you are going to change your time and style of worship, it would be very good to inform your assistant pastors or cell-group leaders about the changes. Tell them why you want the change, when will it happen, how it will affect the church-members, etc.

- B. *Let your co-workers be informed also of any changes that will not affect them*

C. *Co-workers must also keep their leaders informed.*

Communication of information is a two-way thing - not just leader to followers but vice-versa also.

**V. GIVE OUT SPECIFIC AND CLEAR INSTRUCTIONS**

Sometimes problems between co-workers can be due to the fact that the instructions were unclear or confusing.

A. *Use simple words*

Jesus was always clear when he gave out instructions:

E.g., *“Ask the Lord of the harvest therefore, to send out workers in to the harvest field.”* **Luke 15:2**

*“Do not take a purse or bag or sandals...”* **Luke 10:4**

When instructions are confusing, then the job will not be carried out. When an action is not carried out, sometimes it leads to a misunderstanding.

B. *Know what you want before you issue an instruction*

- What exactly is it that I want to get done?
- Who is going to do this job?
- When is it to be completed?
- How will it be done?
- Where will it be done?

C. *Some helpful keys to ensure that others have understood your instructions*

1. Get them to **repeat** what you have said.

E.g., Next week the church will meet in a different location. Tell them where the new location is and then get them to repeat the address of the meeting point.

2. Get them to ask **questions** if they don't understand.

This will clarify any misunderstandings that may have taken place.

3. Ask them questions to see if they understand your instructions.  
E.g., We were supposed to meet at a certain restaurant. The instruction was, "Let's meet at the restaurant which we went the last time." But the problem was that the last time we went out twice to two different restaurants. The result: some were in one restaurant and the others went to the second restaurant. The problem would have been prevented if we just ask them, "Tell me which restaurant you are going to meet?"

## **VI. PRINCIPLES FOR RELATING TO ONE ANOTHER**

### **A. Don't criticize, condemn or complain**

*"Love is patient, love is kind. It does not envy, it does not boast, it is not proud."*

**1 Corinthians 13:4**

*"A man's wisdom gives him patience; it is to his glory to overlook an offense."*

**Proverbs 19:11**

**Question:** Does this mean that we are not to rebuke or correct someone?

*"Preach the Word; be prepared in season and out of season; correct, rebuke and encourage - with great patience and careful instruction."*

**2 Timothy 4:2**

*"So watch yourselves. 'If your brother sins, rebuke him, and if he repents, forgive him.'"*

**Luke 17:3**

The problem is that we are most quick to criticize, correct, condemn and rebuke too often and too soon.

No one enjoys being criticized or condemned.

Criticism causes a person to be defensive.

Criticism can demoralize a person if not given properly.

*"Any fool can criticize, condemn and complain – most fools do. But it takes character and self-control to be understanding and forgiving."*  
Dale Carnegie

**B. Give honest and sincere appreciation**

Dr. Dewey said that human nature has the desire to be **important**.

Lincoln said, "Everybody likes a **compliment**."

**Illustration:** Charles Schwab was paid \$1 million a year (in a time when anyone who earned \$3,000 a year was considered well off). He was the 1st president of the U.S. Steel Company in 1921. He was only 38 years old. Was he a genius? Did he know a lot about steel manufacturing?

What was the key to his success?

Charles said, "I consider my ability to arouse enthusiasm in people as my greatest asset, and the best way to **develop the best that is in a person is by appreciation and encouragement.**"

1. Marital problems can be due to lack appreciation of one another between husbands and wives.

*"Her children arise and call her blessed; her husband also, and he praises her:  
"Many women do noble things, but you surpass them all." Proverbs 31:28-29*

2. Office problems can be due to lack of appreciation between co-workers.
3. Christ loved us just as we were.

*And hope does not disappoint us, because God has poured out his love into our hearts by the Holy Spirit, whom he has given us. Romans 5:8*

Here are some suggestions for you to put into practice :

- Tell it to the cook after a good meal at the shop.
  - Tell it to the waiter after a hard day's work.
  - Tell it to the Pastor after he spent so much time preparing the sermon.
- 4 *"I shall pass this way but once; any good, therefore, that I can do or any kindness that I can show to any human being, let me do it now. Let me not defer nor neglect it, for I shall not pass this way again."*

*Therefore, as we have opportunity, let us do good to all people, especially to those who belong to the family of believers.* **Galatians 6:10**

The Bible exhorts us in **Ephesians 4:29** that our words are to be edifying.

*Do not let any unwholesome talk come out of your mouths, but only what is helpful for building others up according to their needs, that it may benefit those who listen.*

**C. Show a genuine interest in other people**

1. People are interested only in themselves.

**Illustration:** A telephone company made a survey of telephone conversations to find out which word is used most often. "I" was used 3,900 times in 500 telephone conversations!

*"Each of you should look not only to your own interests, but also to the interests of others."* **Philippians 2:4**

2. Jesus always takes an interest in others. He was not selfish or self-seeking but to serve the interests of others.

*"For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom from many."* **Mark 10:45**

**D. Have a cheerful happy countenance**

*"The thief comes only to steal and kill and destroy. I have come that they may have life, and have it to the full."* **John 10:10**

Jesus has given us abundant life

*"A cheerful look brings joy to the heart, and good news gives health to the bones."* **Proverbs 15:30**

The Bible tells us that a cheerful look brings joy - not a sour face.

**Illustration:** James K. Fleet told a story of a friend named Bill.

I drive nearly two miles to a supermarket because the one only two blocks from me has such surly, discourteous clerks. A cheerful, friendly face attracts

customers. A sour face drives people away. A smile is one of the biggest assets your employees can have, so make sure they always wear one.

Tell them to leave their personal problems at home. *Bill Thomas*, a business friend of mine, told me that he was once complimented by one of his employees for coming to work every day with a big smile on his face and for never bringing his personal problems to the office with him.

"What he didn't know was that some mornings I had to stand outside the door and screw that smile on before coming to work." *Bill* said with a big laugh.

**E. *Be a good listener***

Encourage others to talk about themselves.

*"My dear brothers, take note of this: Everyone should be quick to listen, slow to speak and slow to become angry."*

**James 1:19**

*"He who answers before listening - that is his folly and his shame."*

**Proverbs 18:13**

*"Understanding is a fountain of life to those who have it, but folly brings punishment to fools."*

**Proverbs 16:22**

**F. *Make the other person feel important***

*William James* said: "The deepest principle in human nature is the craving to be appreciated." As I have already pointed out, it is this urge that differentiates us from the animals. It is this urge that has been responsible for civilization itself.

*"Do to others as you would have them do to you."*

**Luke 6:31**

All of us want people to treat with us respect and make us feel important. To start, do this to others.

*"I'm sorry to trouble you," "Would you be so kind as to help me do this project" "Won't you please?" "Would you mind?" "Thank you" - little courtesies like these oil the cogs of the monotonous grind of everyday life - and incidentally, they are the hallmark of good breeding.*

**G. *Make every effort to avoid an argument***

*"Make every effort to live in peace with all men and to be holy; without holiness no one will see the Lord."*

**Hebrews 12:14**



*"Starting a quarrel is like breaching a dam so drop the matter before a dispute breaks out."*

**Proverbs 17:14**

*"Make every effort to live in peace with all men and to be holy; without holiness no one will see the Lord."*

**Hebrews 12:14**

In an article in *Bits and Pieces* (The Economics Press, Fairfield, N.J.), the following suggestions were made to help keep a disagreement from becoming an argument:

1. Distrust your first instinctive impression. Our first natural reaction in a disagreeable situation is to be defensive. Be careful. Keep calm and watch out for your first reaction. It may be you at your worst, not your best.
2. Control your temper. Remember, you can measure the size of a person by what makes him or her angry.
3. Listen first. Give your opponents a chance to talk. Let them finish. Do not resist, defend or debate. This only raises barriers. Try to build bridges of understanding. Don't build higher barriers of misunderstanding.
4. Look for areas of agreement. When you have heard your opponents out, dwell first on the points and areas on which you agree.
5. Be honest. Look for areas where you can admit error and say so. Apologize for your mistakes. It will help disarm your opponents and reduce defensiveness.
6. Promise to think over your opponents' ideas and study them carefully. And mean it. Your opponents may be right. It is a lot easier at this stage to agree to think about their points than to move rapidly ahead and find yourself in a position where your opponents can say: *"We tried to tell you but you wouldn't listen."*
7. Thank your opponents sincerely for their interest. Anyone who takes the time to disagree with you is interested in the same things you are. Think of them as people who really want to help you, and you may turn your opponents into friends.
8. Postpone action to give both sides time to think through the problem.

Suggest that a new meeting be held later that day or the next day, when all the facts may be brought to bear. In preparation for this meeting, ask yourself some hard questions:

Could my opponents be right? Partly right? Is there truth or merit in their position or argument? Is my reaction one that will relieve the problem, or will it just relieved my frustration? Will my reaction drive my opponents further away or draw them closer to me? Will my reaction elevate the estimation good people have of me? Will I win or lose? What price will I have to pay if I win? If I am quiet about it, will the disagreement blow over? Is this difficult situation an opportunity for me?

**H. Show respect for the other person's opinions**

Try to avoid saying "you're wrong."

If a person makes a statement that you think is wrong - yes, even that you know is wrong - isn't it better to begin by saying: "Well, now look. I thought otherwise but I may be wrong. I frequently am. And if I am wrong, I want to be put right. Let's examine the facts."

If you have to, do it **indirectly**.

**I. If you are wrong, admit it quickly**

"Therefore confess your sins to each other and pray for each other so that you may be healed. The prayer of a righteous man is powerful and effective." **James 5:16**

"A man's pride brings him low, but a man of lowly spirit gains honor."

**Proverbs 29:23**

**J. Try honestly to see things from the other person's point of view**

"You who are simple, gain prudence; you who are foolish, gain understanding."

**Proverbs 8:5**

Most times, we are so self-centered and do not care about other people's interests. The Scripture exhorts us to be people of understanding. To do that we need to take an interest in the views of others.

**K. Talk about your own mistakes before criticizing the other person**

L. Give the other person a fine reputation to live up to

*"You who are simple, gain prudence; you who are foolish, gain understanding."*

**Proverbs 8:7**

## **VII. SOME POINTS TO REMEMBER WHEN ASKED TO GIVE A SPEECH**

Some people annoy others when they give a public speech. If you are often asked to make speeches and you want people to like you, do these:

A. *Keep to your allocated time:*

If you are only given 15 minutes to tell about your ministry – don't talk for half an hour. People will really get irritated especially if you are not a good public speaker.

B. *Arrange your ideas in a logical manner:*

E.g., When the church first started

- 5 years later

- the church presently

C. *Number your points clearly:*

Firstly, I want say .... Secondly ... Thirdly, ...

D. *Stick to your subject*

Don't talk about irrelevant things.

E.g., If you are giving a speech on the importance of reading the bible - don't branch off and talk about church growth.

## **VIII. HELPFUL KEYS FOR INVOLVEMENT IN MEETINGS**

A. *Be on time*

When you are punctual, it indicates to others that you are efficient and reliable.

B. *Don't ask questions that waste people's time*

Make sure that your question is of value to most of the people in the meeting.

If it is an individual matter, it is then better to ask the question privately.

But if you don't understand something, by all means – ask questions to **clarify**. Don't pretend to know if you don't know.

C. *If you are in-charge of the meeting:*

1. **Introduce** new people.
2. Start **punctually**.
3. **Summarize** the main points.

**IX. SOME POINTS TO REMEMBER IF YOU WANT PEOPLE TO LIKE YOU**

A. *Don't be a Mr. Know-it-all*

People dislike a person who is talkative and forces his opinion on others. It is good, especially, if you are asked about a matter which you do not know; to say "I don't know but if it's important to you, I'll let you know." This is better than bluffing your way through.

B. *Don't interrupt a person when he is talking*

People get offended and embarrassed if you interrupt them in the middle of their story or conversation.

**List of References:**

1. Dale Carnegie. *How to Win Friends and Influence People* (Berkshire, Great Britain, Cox and Wyman Ltd, Reading, 1981).
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We are thankful for the insights given by Dr. James K. Van Fleet in his book **Lifetime Guide To Success with People** (Prentice Hall: NJ, 1995).