

Management Series-3

**HOW TO  
DEVELOP A WINNING VOICE  
BUILD ORGANISATION'S IMAGE  
AND MAKE A SALE**

**OVER THE TELEPHONE**

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HOW TO  
DEVELOP A WINNING VOICE  
BUILD ORGANISATION'S IMAGE  
AND MAKE A SALE  
over the telephone

N. H. ATTHREYA

MMC SCHOOL OF MANAGEMENT  
BOMBAY 20

# CODE OF ETHICS

AS A PROFESSIONAL

**I Acknowledge:**

*THAT I have an obligation to the science and art of management. I will uphold the standards of my profession, continually search for new truths and disseminate my findings. I will keep myself fully informed of developments in the field of management and cooperate with others in the use of our common knowledge.*

*THAT I have an obligation to my employer, whose trust I hold. I will endeavor, to the best of my ability, to guard his interests, and to advise him wisely and honestly.*

*THAT I have an obligation to do all in my power to assure the progress and contentment of my fellow workers. I will at all times deal with them fairly and openly, sharing of my acquired knowledge and experience freely.*

*THAT I have a dual obligation to society, arising through my personal and company relations in the social and economic life of our nation.*

*THAT I have a continuing obligation to my country and to the chosen way of life of my fellow citizens.*

*FURTHER, I acknowledge my responsibility to discharge these obligations to the best of my ability.*

*Courtesy : National Office Management Association (U.S.A.)*

DEDICATED TO

the thousands of telephone receptionists  
and private secretaries in India  
whose work life may be made a little smoother and easier if  
the users of the telephone adopt some of the ideas in this book.

## ACKNOWLEDGEMENTS

We are deeply grateful to

- \*Mr. Walter F. Huff, Jr. and through him to New Jersey Bell Telephone Company for encouraging us in this venture and giving us generous permission to use their published literature in any way we wish.
- \*Pennsylvania Bell Telephone Company for permission to use some of their published material in a modified form.
- \*Mr. V. Ramachandran who kindly read the Mss and made many valuable suggestions.

N. H. Attthreya

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## WHY THIS BOOK ?

Over the telephone  
much can be achieved,  
much more than what we achieve now.

Telephone provides **an opportunity—**  
for building a good image of our organisation,  
for projecting favourably our personality,  
and for effecting a sale of product, service or idea.

And this opportunity is not availed of  
by many telephone-users now.

Many people do not avail of this opportunity  
perhaps because they are not **aware**,  
perhaps because they do not see in it an opportunity;  
or because they hope that the instrument  
contains a secret corrective device  
which will make up for their voice faults,  
poor etiquette and bad techniques!

The telephone, like the camera, cannot improve on the original. The original is the ability of one to communicate over the phone. And this ability is not conferred on one by the mere possession of or access to a telephone.

This ability we have to cultivate.

How to cultivate this ability: this is the theme of this book.

*how to step up and*

This book is a practical one.

It certainly gives the know-why. The emphasis, however, is on know-how. And the know-how relates to the purpose, the image, the instrument and the voice.

It talks about the purpose—whether getting action, giving information or simple social chit chat—and how best to achieve it.

It talks about the image—our personal image and the organisation's image—and how to build a good one.

It also talks about the instrument—its possibilities and limitations—and how best to use it.

Finally, it talks about the human voice—how to cultivate a voice that “wins friends and influences people”, “a voice with a smile”.

Time is limited  
but the ingenuity with which it can be used  
is unlimited.

Telephone is a product of man's ingenuity  
to "conquer" time.

If we know a little more  
about the equipment called telephone  
and the process of communicating through it,  
we can get a **little more done** over the phone,  
**in a little less time** and a **lot more smoothly**.

This little book explores the whys and hows, /step  
by step.

Primarily intended for those in business,  
it aims to help anyone  
who "means business" over the telephone.

Additionally, it talks about time.

In working life, time is the essence.

The book is elementary in one sense—  
"you get the information everywhere".

(And do you?)

It is **not** elementary in another sense—  
it is organised knowledge  
in a ready-to-use form  
by **all** that use the telephone.

Knowledge in that form  
can mean systematic action;  
and such action can make a difference overnight.

It is this belief and prospect  
that prompted this book.

*There are general books  
for all teleph. m.  
+ Sp. books for*

*Our teleph. department  
has made considerable progress  
in technical system.  
This is not to say  
there is no more scope*

N. H. Atthreya

## BE THE BEST OF WHATEVER YOU ARE

If you can't be a pine on the top of the hill  
Be a scrub in the valley — but be  
The best little scrub by the side of the rill;  
Be a bush if you can't be a tree

We can't all be captains, we've got to be crew,  
There's something for all of us here.  
There's big work to do and there's lesser to do  
And the task we must do is the near.

If you can't be a highway then just be a trail,  
If you can't be the sun be a star;  
It isn't in the size that you win or you fail —  
Be the best of whatever you are.

*Douglas Malloch.*

\* \* \* \* \*

The great thing in this world  
is not so much where we are,  
but in what direction  
we are moving.

*Oliver W. Holmes.*

# Section One

*REMINDBG  
OURSELVES*



## TELEPHONE PRACTICES WE HAVE DISAPPROVED

## RESPONSIBILITY

WE HAVE been at the receiving end  
from time to time  
and we have disapproved  
certain practices of the caller.

What are they? Can we recall a few?

*For example, shouting*

*(eg)*

*The caller does not give out his/her name  
Identify himself/herself*

.....  
.....  
.....  
.....  
.....  
.....

*observed*

We have witnessed quite a few callers at work  
and we have disapproved  
some of their practices.

Can we recall them too?

*For example, not greeting*

*(eg)*

*Asking whom do you want*

*Asking for a number and disappearing from the seat*

.....  
.....  
.....  
.....

## TELEPHONE PRACTICES WE HAVE APPROVED

BY THE same token we have approved certain practices. What are they?  
Can we list them too?

The caller does .....

... For example, I greet first

... Says "This is \_\_\_\_\_ calling"

.....

.....

.....

.....

The called does .....

... For example, greets

... Says: "This is \_\_\_\_\_ (number)  
How may I help you?"

.....

.....

.....

# WHAT DO WE KNOW OF THE TOOL CALLED TELEPHONE?

WHENEVER WE wish to use a tool effectively, we should know enough about the nature of the tool. This does not mean we are planning to be telephone technologists or mechanics — in fact, we have only usage rights. We just want to know enough about the possibilities and the limitations of the tool we use. What do we know of the tool called telephone?

.....  
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.....



## ONE TOOL

THE ACCOMPANYING two sections  
give some *idea background knowledge*  
about the telephone equipment  
and the system we use.

Once we know  
the nature of the tool  
we have to concede  
one uncomfortable fact, namely,  
**the tool will not adjust** its nature  
to oblige our whims ;  
**we will have to adjust** our behaviour  
to oblige its nature.

# TELEPHONE ENGINEERING\*

THIS IS the technique of turning human speech into electric currents, sending those currents *various media* along copper wires for long distances, and then transforming them into speech again. The basis of the telephone is the Microphone, which converts speech into an electric current and a receiver with electro magnets and an iron diaphragm which turns the currents back into speech.

In a modern telephone, the microphone and receiver are fixed in a handset of convenient shape which is connected to the base of the instrument by three wires forming a flexible cord. The base contains a transformer which links together the microphone, the receiver, and the line to give the most efficient transmission bothways. The instrument also contains a bell, operating when the subscriber is rung; this is worked by sending from the telephone exchange an alternating current of low frequency (usually 16 to 25 alternations per second) along the line.

When the handset is taken from its rest, electrical switchgear inside the base is moved, so giving signals to the exchange at the beginning and at the end of a call. The battery for supplying current to microphone is, in modern telephone systems, located at the central telephone exchange.

\* Reproduced with permission from "Oxford Junior Encyclopaedia".

## TELEPHONE EXCHANGE\*

TWO WIRES run from every telephone in a locality to a central place, or exchange, at which any telephone can be connected to any other.

In the early days

all connections were made by hand at manual exchanges ; but these are being replaced by automatic ones, and more than two-thirds of Indian exchanges are now automatic.

4 In a Manual Exchange, each telephone line is connected to a pair of small metal contacts in a socket or 'jack', the jacks being fixed to a large vertical switchboard in front of the operator.

When a subscriber lifts his handset to make a call,

a lamp glows next to the jack.

On seeing the light,

the operator inserts a plug (bearing two brass contacts) into the jack of the caller's line ;

---

\* This and the last section are largely adapted from "Junior Encyclopaedia, Vol. 8, Engineering" (Oxford University Press) and used with permission.

when the two pairs of contacts thus meet,  
the telephones of the operator and the subscriber  
form a single electrical circuit.

The operator asks what number is required,  
and then puts a second plug by flexible cords,  
into the line jack of the subscriber  
who is being called.

This brings three parties  
(the operator and the two subscribers) into one circuit ;  
when the second subscriber has answered the call,  
the operator can switch his own microphone and receiver  
out of the circuit by a hand switch.

The selectors of an automatic exchange  
have to do a large number of complicated things  
which in a manual system are done by the human operator.

The electrical signals have to be directed  
from the dial to the correct electromagnet  
for the controlling of the switch,  
the selected line has to be tested  
and if engaged

a distinctive 'engaged' signal sent back to the caller.

If the line is free,  
the selectors must take it 'engaged' to all other callers,  
must ring the bell of the required subscriber,  
and must then 'switch through' the two subscribers  
for conversation.

When the called subscriber answers,  
the circuit must automatically record the call  
so that the caller can be charged with the cost.

These and other jobs are done  
by devices known as relays —  
small electromagnets which,  
when energized by an electric current,  
open and close a number of electric switches.

A single selector will connect to a maximum of only 100 lines, and since exchanges are very often considerably bigger than this, it is necessary for an exchange to use several selectors. A subscriber wishing to make a call lifts his handset from the rest, and this switches in the telephone instrument to the electrical circuit of the exchange. An electric current flows through the subscriber's line from the exchange battery (a large stock of accumulators or storage batteries) and causes a small rotary 'line switch' at the exchange to turn until it connects the line to a free 'first selector'. A clicking 'dialling tone' is then sent to the subscriber, who when he hears it, dials the first figure of the number that he wants say 6. When he releases the dial, a spring drives it back to its normal position. The motion of the dial is controlled by a mechanical governor, which can be heard whirring, and as it moves it regularly opens and closes a small switch. This switch is connected to the telephone line, and when the number 6 is dialled, it opens and closes six times causing six brief signals to pass over the line to the exchange. Each time the switch opens, the electromagnets in the selector move the finger up one ring, or around one contact. In our example, namely 6543, the signals from the dial cause the contact-finger of the selector

to rise up to the sixth ring of fixed contacts, and then some of the relays at the top of the selector cause the finger to step around the ten contacts in the ring. Each of these contacts is joined to another selector, so that these contacts is joined to another selector, so that if the first one is already engaged the second one may be free.

When the finger finds a free selector, it stops.

All this occurs in a fraction of a second before the subscriber goes on to dial the second figure, say 5.

The second selector is now stepped up to the fifth ring, and its finger again searches, this time to find a disengaged final selector.

When the subscriber dials the third figure, say 4, the contact finger of the final selector steps up to the fourth ring,

and when finally the subscriber dials the last figure, say 3, the finger moves round the ring to the third contact.

Thus, by the use of three consecutive switches the caller selects first the group of six thousand numbers, then the fifth hundred within that group, and finally the forty-third number within the fifty hundred.

In large cities such as Bombay, Calcutta & Delhi the switching systems are more complex.

It is, for example, necessary to dial <sup>seven</sup> six numbers, the first <sup>three</sup> two of which select the exchange to which the required line is connected.

Recently, so much progress has been made in designing electronic equipment that soon all the switching in the exchanges may be carried out by transistors or other electronic devices, instead of by mechanical selectors and relays.

## THE OTHER TOOL

There are 433 different parts  
in the telephone instrument —  
each developed through years of research.

The telephone is a precision instrument  
designed to carry our voice accurately . . .  
down the street . . . across the town . . .  
or if you wish around the world.

It is a fine piece of reproduction equipment;  
but the finest telephone in the world  
can only **reproduce**.

What comes **out** of the telephone  
depends on what is **put in**.

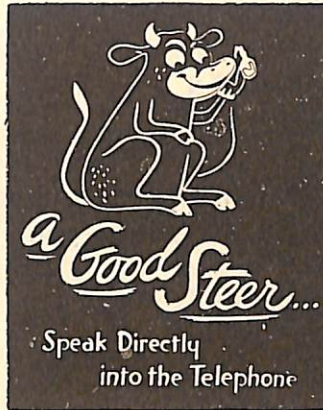
That is why we call  
telephone as **one** tool.

The other is within ourselves.

Learn more about it in the coming sections.

*Position changed  
in the new  
type of instruments*

## Section Two



## THE PURPOSE

THE PURPOSE of  
over-the-telephone  
is the purpose of  
any communication.

It is to give a message  
and/or get a message,  
with a view to action,  
now or later ;  
purposefully,  
clearly,  
pleasantly.

*and to do so*



## THE SETTING

THIS is a communication situation,  
a two-way communication situation.

Over-the-telephone  
is a substitute  
for personal meeting.  
Telephone makes possible  
instant 'meeting' —  
problems of distance and access  
are easily overcome.

The telephone is there as a tool  
to connect the two —  
the participants in a communication.

While the tool is mechanical,  
the persons at either end  
are not.

It is this fact  
that makes over-the-telephone  
essentially an art.  
Like any art  
it has its guiding principles.

Before we meet  
 when wish to meet someone,  
 what do we do?  
 We make an appointment  
 we ascertain his convenience  
 The same we have to do  
 when we wish to 'meet' on  
 over the phone  
 "I need ten minutes  
 over the phone,  
 when may I phone you?"  
 "I need a minute  
 with you."  
 He gets a piece of  
 and you in the trunk  
 of a piece of work.

## WHEN WE MEET

WHEN WE meet  
 what do we do?

Over-the-telephone  
 we have to do all this  
 and a little more.

When we meet,  
 we smile and greet.

When we meet  
 over-the-phone, for example,  
 we identify ourselves besides.

We may enjoy  
 the purity of thought  
 and some peace and  
 relief  
 which is appropriate  
 in one's life  
 may not be  
 in another.  
 In respect of others,  
 we also see  
 certain  
 boundaries/  
 frontiers

## SETTING THE STAGE

WHEN ONE calls on us  
we greet.

The same we can do over the phone.

As we take the receiver

for an incoming call,

we can say an appropriate greeting.

Greeting is appropriate any time ;

appropriate greeting is another matter.

The other person is trying

to contact the number

**and** then connect the person.

So that we may 'meet'

we have to announce ourselves.

Identifying the number, then,

seems a logical first step.

"Whom do you wish to speak to, please?"

follows.

A greeting,

verifying the number,

connecting **the** person :

this in a sense sets the stage

for over-the-phone communication.

## COMMON GUIDELINES

ONCE THE contact is established  
each communication becomes unique.  
The persons differ, the purposes differ,  
the situations differ, the approaches differ.

However, there are certain points  
common to most phone communication situations.  
Attention to these can increase  
our personal efficiency over the phone.

These are mostly little things  
but, as little things go,  
they are little  
only so long as they are not ignored.

These tested techniques  
are described in the next sections.

## SOME LIMITATIONS

WE KNOW that the meaning of a word  
is not in the word itself  
but in the head of the man  
that interprets it.

This interpretation depends upon the man, his attitude to us and the predicament he is placed in at the moment. This is a severe limitation of oral communication and it is all the more severe over the phone. It is almost impossible to know in what frame of mind the other person is when we 'meet' him over the phone.

*non face to face*

If the person calling is right before us, we are not likely to miss out much. It is this factor of invisibility that threatens to scuttle effective communication.

*non face to face*

This limitation we will have to keep in mind when we talk over the phone.

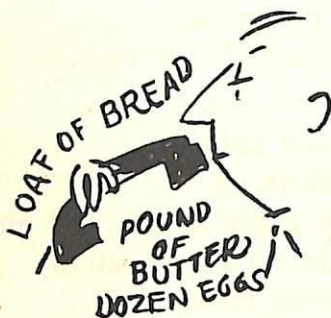
Another limitation is that he may be so pre-occupied, that he may not recognise us rightaway.

A third limitation is that some people tend to get tense and, therefore, rough on the phone, though they do not mean any discourtesy.

*impersonal*

These limitations make misunderstanding easy in the over-the-phone discussions; we should be aware of these limitations and the consequent possibilities.

## Section Three



## THE BIG DIFFERENCE

THERE IS a big difference between a telephone conversation and a face-to-face conversation. In a phone conversation so much depends on our **voice** — on what we say and how we say it.

From the tone of our voice and our manner of speaking people form a mental picture of us, and the organization we represent. This picture affects their attitude to us and the approach they tend to take to the message we give.

## YOUR VOICE IS YOU

YOU ARE only a voice to those  
who hear you over the phone.  
In a telephone communication  
**your voice is you.**

When you are speaking face to face with someone,  
your smile, your grooming, your own charm combine  
to present your own self . . .

all help to create a good impression.

When you talk over the telephone, however,  
**everything** depends . . . on your voice.

You **can** make it a welcome one.

You can make your voice reflect your best self.



## DEVELOPING YOUR TELEPHONE PERSONALITY

THE 'voice with a smile'  
should describe your telephone voice

How does one cultivate that ?

Here are some tested ways :

- First of all,  
Speak distinctly.  
Say every syllable of every word properly  
so that your listener will have  
no trouble in understanding you.  
Speak the more difficult words slowly.
- Take your time.  
Over the telephone,  
it is important  
to speak unhurriedly, as well as distinctly.  
Remember, your listener cannot have  
the benefit of watching you,  
seeing your gestures  
and the changing expressions of your face.  
You save yourself and others a lot of time  
when you make yourself understood the first time.
- Do not speak too slowly or too rapidly.  
About 120 words per minute is right.
- Telephone speech should be  
neither too fast nor too slow.  
If too fast, words are jumbled,  
parts of words are lost to the ear,  
and bad sounding forms creep in —  
“wadjado,” for “what did you do” for example.  
If too slow, the words sound disconnected,  
and lose meaning and interest for the listener.  
Ordinarily, the very act of speaking clearly  
helps prevent your talking too fast.  
You cannot be “Miss Garbled,” because  
your tongue, if used correctly to form your words,

acts as a sort of metronome  
placing your words at proper intervals.

- Speak directly into the mouthpiece.

12  
Your voice is carried most clearly by the telephone  
when you speak directly into the transmitter,  
with your lips close to the mouthpiece.

For best telephone results  
this is just as important  
as keeping the receiver to your ear.

Here is a simple test that you can make :

Take your first two fingers and pass them  
through **sideways** in the space  
between your lips

and the transmitter of your telephone.

If your fingers **just** squeeze through,  
you are speaking directly into the telephone  
and your voice is being transmitted  
as close to its natural tone as possible.

It is not necessary to shout or even talk loud  
if you are speaking into the telephone properly.

In fact, talking too loud may actually cause  
a distorted sound and make it difficult for the listener  
to hear and understand.

- Make your voice interesting.

Another name for "voice with a smile"  
is a voice having "personal interest tone".

Don't be a "Miss Mechanical".

The difference between "Miss Mechanical"  
and "Miss Voice with a Smile"

is suggested in these contrasting sets of words :

the voice having  
personal interest tone

the voice lacking  
personal interest tone

+ PLEASANT

- Expressionless

+ FRIENDLY

- Mechanical

+ CORDIAL

- Indifferent

+ CHEERFUL

- Impatient

+ INTERESTED

- Inattentive

+ HELPFUL

- Repelling

+ PLUS PERSONALITY

- Minus Personality

- Vary the pitch of your voice to give certain words emphasis. If you emphasise some words by speaking them at a slightly higher pitch, the variation in voice becomes welcome to the listener.
- But keep the volume constant. Speak in normal conversational tone — neither shouting into the transmitter nor letting your voice drop too low — with plenty of inflections but not too much variation in voice level.
- After important words, pause for emphasis. For example :  
Mr. Barodawalla . . . (pause) . . . I know you will be glad to know of our next publication, namely, **Higher Office Productivity** . . . (pause) . . . Packed with practical ideas, it has been prepared with a view to help **decision and implementation** . . . (pause) . . . **Those who order in advance** . . . (pause) . . . get the special concession of  $33\frac{1}{3}\%$  off . . . (pause).
- Address the other person by name if it is appropriate.

- Keep your voice cheerful and businesslike.
- Say 'please' and 'thank you' often.

In face to face conversation, courtesy may be expressed through actions, gestures, and facial expressions.

You can compensate for this lack on the telephone by using, in a pleasant and natural manner, such expressions as — "I'm sorry", "Thank you", "Please", "Would you mind?", "I'll be glad to".

You may also avoid expressions like "You must", "You'll have to", "Put him on", "Let me talk to him", "Talk louder".

In answering a call, even when the caller fails to identify himself, it is well to avoid such abrupt questions as "Who is this?"

Say rather,

"May I ask your name, please?"

And if you answer the telephone for someone else, try a phrase that sounds more like a request than a demand, as for example :

"Would you mind giving your name?"

"May I tell him who's calling, please?"

At the close of conversation, end the call courteously.

And don't forget those final words, "Thank you."

Never hang up without definitely indicating that the conversation is finished.

Say Good-bye.

*Let this other person keep his name down just.*

*stop for (Good-bye with you)*

## THE OTHER TOOL

ONE TOOL is  
the telephone equipment.  
The other tool  
is your sound box.  
When you think of it,  
your mouth is like a musical instrument.

To sound any particular note on a musical instrument  
requires a special position or action,  
such as pressing a violin string  
at exactly the right point  
and drawing the bow correctly.  
So, too, there is a special position  
or action of the lips, tongue or jaw  
for every sound used in speech.  
The lips sometimes close  
or take a slightly parted or rounded shape ;  
the jaw moves up or down ;  
the tongue moves into many positions.  
These speech workers  
have a way of shirking their jobs,  
unless we give them special attention.  
To insist on right mouth action for any sound  
is to make sure that  
that sound is formed correctly and uttered clearly.

## ADDITIONAL WAYS TO IMPROVE YOUR VOICE\*

JUST THINKING about your speech helps a lot. Reading aloud at home and observing how other people speak are good ways of becoming speech conscious.

You may try these voice exercises too :

Standing before a mirror,  
watch and listen to yourself  
while you say the vowel sounds  
in the way shown in the following list.

---

\* Adapted from a New Jersey Bell Telephone publication.

Carefully note your mouth action while you say each vowel so that it sounds exactly right.

The movements of the jaw to produce the mouth positions shown below permit the tongue to take the necessary positions for the various sounds.

<i>Vowels sounded</i>	<i>as in</i>	<i>approximate position of mouth</i>
A ah	father	Open
A ay	ate	Half open
A aw	call	Open, lips slightly rounded
A a	hat	Half open
E ee	he	Almost closed
E e	met	Half open
I eye	kite	Open, then closing
I I	it	Slightly open
O o	hot	Open
O oh	old	Open, lips rounded
U oo	flute	Almost closed, lips rounded
U uh	hut	Open
OI aw-I	oil	Open, then closing

To make the consonant sounds shown in the next list is even more important. There is much more movement required of the tongue and lips and the teeth have a part. Unless spoken distinctly, consonant sounds may not be heard at all or may easily be mistaken for others.



<i>Breath consonants</i>	<i>Voice consonants</i>	<i>Nasal consonants</i>	<i>Formed by</i>
F	V		Lower lip against upper teeth.
F	B	M	Lips.
	W		Lips extended in circular position.
	WH (as in "when")		Lips extended in circular position.
T	D	N	Tip of tongue against upper teeth ridge.
	L		Tip of tongue against upper teeth ridge.
TH (as in "three")	TH (as in "then")		Tip of tongue back of upper teeth.
S (and soft C)	Z (as in "maze")		Tip of tongue away from gums of teeth.
SH	Z (as in "azure") Y (as in "yet")		Tip of tongue drawn back. Sides of tongue touching upper back teeth.
CH	J (and soft G)		Tip of tongue against upper teeth ridge.
	R (as in "run")		Sides of tongue against upper back teeth.
K (and hard C & Q)	G (hard)	NG	Back of tongue against soft palate.
X (as in "ax")	X (as in "exact")		Same as K followed by S, or G followed by Z.

If your speech isn't as clear and distinct as you'd like, may be your lips, tongue and jaw. need limbering exercises to make them more flexible and expressive. Here are some good ones :

### To exercise the lips

1. Extend them forward in open, circular form ;  
relax and return to normal.  
Repeat several times.
2. Starting lips closed, puff them apart  
with the breath (as for "p" in "part")  
and repeat rapidly.
3. Repeat, adding vowel sounds, as "pah", "pay", etc.  
Repeat using "b"

### To exercise the tongue

1. Mouth well open,  
curve tip of tongue upward  
to touch gums just back of front teeth,  
and return to normal.  
Repeat several times,  
gradually speeding up.
2. Repeat, sounding "lah" each time tongue is lowered.
3. Again repeat, successively using the sounds  
"tah", "nah" and "lah".

### To exercise the jaw

1. Drop jaw with muscles relaxed,  
far enough to permit inserting two fingers  
between upper and lower teeth.  
Return to closed position, repeat several times.
2. Repeat, sounding the syllable "mah" each time  
as jaw is dropped.
3. Repeat, using the sound "maw"  
Avoid forcing or stiffening the jaw.  
It should drop loosely.

## TONGUE TWISTERS FOR ENUNCIATION

UNIFORMITY IN speech is achieved  
when the vowel sounds and consonants  
are always given their fair and proper value.

If the words seem to be tongue twisters,  
repeat the phrase slowly,

until one makes the sounds correctly  
and articulates them smoothly.

Then say them faster and faster,  
until one can speak them  
with a smooth cadence  
at normal speed.

Here are some tongue twisters  
for fine consonant and vowel practice —

- A — Asthmatic artists artfully ate assorted apricots.  
B — The bridge bus brought bright Bridget Black back.  
C — Clever Cora contentedly chews candied cottage cheese.  
D — Droll dromedaries drowsily drink dripping dew drops.  
E — Eight eaglets easily eat eight eel's eggs.  
F — Fancy four fat friars fanning flickering flames.  
G — A great gray grizzly guzzled green gooseberries.  
H — Hearty healthy Hiram hilariously heaves heavy hogs  
    heavenward.  
J — Jack's jolly jazz jaded jilted Jennie.  
K — Katherine's kind kin knitted Kit Kersey kilts.  
L — Lilly likes licking luscious licorice.  
M — Mary May muched Mumpy Maggies Marachinos.  
N — Nine neutral noble numbskulls nibbled nine nutmegs nightly.  
O — Old ole Olson often owes Olga oats.  
P — Peter Penn prefers picking peppery pickles to pickling  
    peppers.  
Q — Questing Quakers quietly quoted querulous quips.  
R — Roaring rivers rise rendering ridged rocky road.  
S — So we say "Still the sinking steamer sunk".  
T — Ten totally tired toards tried to trot to Tarrytown.  
U — Ulysses usually uses useless uniforms.  
V — Verbal virulence gives vicious vividness to Van's verse.  
W — Whining winds whip wispy weeping willows.  
Y — Yeoman's youngsters yelp and yodle at Yankee yarns.  
NG — Long ago, in Long Island, they were singing, swinging,  
    dancing, prancing and playing.

Now try these.

Read the following sentences aloud,  
slowly enough to give every sound its proper value  
and to be conscious of your mouth action.

They will give  
all-round exercise to your vocal apparatus  
and at the same time  
some mighty useful ideas to carry about with you.

1. For distinct enunciation,  
every word, every syllable, every sound,  
must be given its proper form  
and value.
2. Think of the mouth chamber as a mould,  
in which the correct form must be given  
to every sound.
3. Will you please move your lips  
more noticeably ?
4. The teeth should never be kept closed in speech.
5. As your voice is the most direct expression  
of your inmost self,  
you should be careful,  
through it,  
to do yourself full justice.
6. You may know what you are saying,  
but others will not,  
unless you make it clear to them.
7. Through practice,  
we can learn to speak more rapidly,  
but still with perfect distinctness.

8. Good speech can be achieved through conscientious practice.
9. The courtesy of face-to-face conversation, where the smile plays such an important part, can be expressed, over the telephone, only through **the tone of voice** and a careful **choice of words**.

Practice further

by reading or talking aloud, also in front of the mirror, to see how well you can use the correct mouth action in ordinary conversation.

Continue to listen to your own voice as you practice, so that you can detect any faults.

Probably the best "voice mirror" you have is your own hearing.

Ask yourself frequently,

"How do I sound?"

A slightly expensive way of finding it out is to tape your telephone talk and listen back.

A less expensive way is to club your ears as you speak and listen.

Your telephone is, in fact, a precision instrument designed to carry your voice accurately, but it can only reproduce, what other people hear, when you speak over the telephone, depends on **you**.

## Section Four



## TELEPHONE TECHNIQUES :

### WHEN PLACING A CALL

- BE SURE OF THE NUMBER.

If you are not sure  
it will save time and irritation  
to look up the number  
in the *latest* Telephone Directory.

- PLAN IN ADVANCE  
WHAT YOU WANT TO SAY.

You make a better impression  
when you have clearly in mind  
the things you want to talk about.\*  
Aimless conversation ties up your line.  
You make a note of points for discussion  
when you make a call to someone overseas.  
If you do this for local calls as well,  
the net saving can be considerable.  
At any rate don't ask him to wait  
when you 'look something up'.

- ALLOW TIME TO ANSWER.

After you have dialed a number,  
give the person you are calling  
at least half a minute (about 5 rings)  
to reach his telephone.

- BE READY TO TALK WHEN  
THE CALLED PERSON ANSWERS.

Stay on the line until your party answers.  
It is discourteous not to be ready to talk  
when the person you are calling  
answers the telephone.  
If you have a visitor in your office,  
avoid making calls  
unless they are pertinent  
to the business being discussed.

---

\* If you are in Sales Department, keep price lists and catalogues ready for customer information.



IF AND ✓

## WHEN PLACING TRUNK (LONG DISTANCE) CALLS

You will speed your trunk calls by giving trunk exchange operator the details of your call in the **following** order :

- Your number
- City required
- Called telephone number (alternative if any)
- Name of particular person (if any).
- Ordinary or urgent.

Do not give it too rapidly.  
The operator must write down the information you are giving.

*Note down the ticket number correctly and clearly and on a paper you can promptly refer to. (This facilitates any further enquiries.)*

Incidentally, you may ask yourself a question :  
Is a trunk call necessary to achieve this purpose ?

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## WHEN TELEPHONING

- IDENTIFY YOURSELF.

Introduce yourself pleasantly . . . and at once.

It helps you make a good impression,  
and invites a welcoming answer.

Use the name of your firm when appropriate.

• ASK IF IT IS CONVENIENT TO TALK.

It is courteous to inquire  
of the person you call  
if it is convenient for him to talk.  
You would not break into a conference  
and this same rule of etiquette  
applies over the telephone.  
Since we do not merely wish to reach the person  
**but** reach the message to him,  
this act of thoughtfulness will help.

• SPEAK DIRECTLY INTO THE TRANSMITTER.

To be heard distinctly,  
speak directly into the mouthpiece  
and use your lips freely  
to form your words.  
It's hard to understand, for instance,  
words which have to hurdle a cigar,  
candy or pencil in the mouth.

Do not shout.

Shouting distorts your voice  
causing the words to blur ;  
*because the instrument is tuned  
to a normal tone of voice.*  
A loud voice sounds gruff and unpleasant  
over the telephone . . .  
and it's equally unpleasant  
to listen to someone  
who whispers or mumbles.

For greater clarity,  
pause slightly between words  
and raise the pitch of your voice a little  
(if you are a man)

and lower the pitch of your voice a little  
(if you are a woman).

Also, give consonants their full value.

There is another occasion  
when you may feel like shouting.

The caller may get excited  
and begin to shout.

You may be tempted to shout back.

In the interests of goodwill,  
hold your temper,  
lower your voice,  
try to be pleasant,  
and terminate the conversation  
as quickly as possible,  
with a polite promise to call back.

• TRY TO VISUALISE THE PERSON.

Speak to the person  
at the other end of the line,  
not AT the telephone . . .  
Just talk as you would  
in face-to-face conversation.

• SAY 'THANK YOU'.

You are welcome', 'Good' and 'Please':  
The use of such phrases  
is one way to smile over the phone.

• BE ATTENTIVE.

He or she will appreciate your listening  
politely and attentively.  
You would not interrupt in a face-to-face conversation  
(or would you?)  
and the same rules of etiquette  
apply in telephone conversations.

• USE THE CALLED PERSON'S NAME (where appropriate)

• EXPLAIN WAITS.

The customer cannot see you  
or see what you are doing.

He has to depend on what he hears.

Excessive waits are annoying.

If the information is not readily available,  
offer to call back.

If you must leave the phone,

lay it down gently — on a book or pad —

so you won't give your caller a jolt in the ear.

Say something like '*Thanks for waiting*'

or '*Sorry it took so long*'

before resuming the conversation.

Never keep anyone waiting

at the other end of a dead phone

for more than a minute.

If anyone should interrupt you

when you are speaking on the phone,

apologise to the caller

and cover the mouthpiece

before you answer the interrupter.

Better still finish your call first.

• APOLOGISE FOR MISTAKES.

When you receive a wrong number,

do you bang up the receiver or

apologise to the other person

for calling by mistake?

It is equally courteous to be pleasant

when someone calls you by mistake.

## WHEN RECEIVING A CALL

- ANSWER YOUR TELEPHONE PROMPTLY.

If you do not, the caller may decide  
no one is there and hang up.

If you answer at once,  
you may save important calls.

Prompt telephone service  
suggests to callers  
an efficient company.

• GREET THE CALLER PLEASANTLY.

Remember, you do not know who is calling.  
It may be your best customer or boss.  
Greet him as pleasantly as you would  
if you were meeting face-to-face.

• IDENTIFY YOURSELF.

At home it is acceptable to answer your phone  
with a 'hello'.

*In business, however, 'hello' or 'yes'  
are considered time-wasting and old-fashioned.*  
Better identify yourself, your firm/department.

Examples :

"MMC School of Management —  
Good day to you",

or

"MMC School Books Division —  
Mrs. . . . . . speaking".

• GET COMPLETE INFORMATION.

When taking an order  
that will be needed later,  
or securing other detailed information  
repeat EACH item  
immediately after the calling party.  
Repeating the name, address, telephone number  
and the items ordered in that manner  
gives sufficient time  
to write the information down correctly.

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## WHEN ANSWERING CALLS FOR OTHERS

- ASK QUESTIONS TACTFULLY.

Ask only those questions that are necessary,  
such as name and phone number.

You may want to use such phrases as

*“I am sure Mr. . . . . . would like to know  
who is calling”*

or

*“When Mr. . . . . . returns,  
may I tell him who called?”*





• TAKE THE MESSAGE.

Write it down.

Note the name of the person who called,  
his telephone number, the time,  
and if he wants to be called.

Then repeat the information  
to make sure it is correct.

If there are difficult or unusual words  
use the official code (see page 120)  
and spell them out.

You may feel shy to ask the caller to repeat.  
But remember that your embarrassment  
will be much greater  
if the person gets  
a garbled or incomplete message.

Deliver the message at the first opportunity.

It is well to have  
paper and pencil ready at all times  
to take telephone messages.

TELEPHONE CALLS

For Mr. ....

Called by .....

Organization .....

Phone No. ....

Extension .....

Time .....

Message .....

.....

.....

.....

Call received by .....

11

## WHEN TRANSFERRING CALLS

- TRANSFER A CALL ONLY WHEN NECESSARY.

Handle the call yourself,  
if it's something you can take care of  
or if you can give the message to the proper person.

• SIGNAL THE OPERATOR S-L-O-W-L-Y.

When it is necessary to transfer a call, remember no one likes

to repeat his story several times

to a chain of intermediaries,

so be sure you connect the caller

with the person who has the information.

Explain the reason by saying, for example :

*"That is something Mr. . . . . . looks after —  
I'm sure he will be able to help you."*

Signal the operator

by moving the switchhook or plunger of your telephone up and down slowly to the count of 1-2 (pause), 1-2 (pause).

When the operator answers,

ask her to transfer the call,

saying, for example :

*"Please transfer this call to Mr. . . . . ."*

Wait for the operator

to acknowledge your request

before you hang up.

*Remember that*

*if you jiggle the cradle button*

*quickly and impatiently,*

*the operator will not see the switchboard light.*

*If you hold the cradle button down too long,*

*you may be disconnected.*

If you do not know the exact person

who can help the caller,

offer to take down his questions

and have someone call him back.

Then find the proper person to help him

and see that the call-back is made.

To transfer the call  
in an E PkBX the procedure<sup>58</sup>  
has to be detailed. 9.

## WHEN THROUGH TELEPHONING

- WHO SHOULD END THE CALL AND HOW ?

Ordinarily, the person who originates the call ends the conversation.

However, some firms prefer to let the customer hang up first.

In either case . . . hang up gently.

Slamming the receiver may cause an unpleasant noise in the receiver of the other telephone . . . it is discourteous as slamming the door.

- SAY GOOD-BYE PLEASANTLY.

Say for example :

*'I hope I have been of help to you, Mr. ....'*

*Thank you for calling.'*

*'Good-bye, Mr. ....'*

2  
Connecting the Answering  
Machine when one is  
away from the telephone.

→

11

## WHEN AWAY FROM YOUR TELEPHONE

- LEAVE WORD WHERE YOU ARE GOING.

It may save you important calls,  
if you tell the person  
who will answer your telephone  
where you are going  
and when you expect to return.

## AT PHONE ALWAYS BE BUSINESSLIKE

BUSINESS conversations should be brief and to the point — more so over the phone.

You can be polite and concise. Chatter about irrelevant matters wastes time, clogs traffic and adds to annoyance.

You may give your local calls the trunk call touch.

An hour-glass paperweight is a good adjunct to every telephone.

Because you want the connection channels clear and because personal calls are usually not brief, you should persuade the staff and yourself to discourage your friends from calling you at the office for social chats.

Emergency calls, however, are understandable.

## SOCIAL CALLS

SOCIAL CALLS are  
slightly different  
from business calls.

*Where normally different*  
is indicated in what follows :

- One good way to answer a home phone is 'hello'.

- Your caller should say,  
“*This is Manubhai — is that you, Mahesh?*”

But if the other person is not so polite,  
that doesn't excuse your rudeness  
in asking who he is  
before you say  
whether or not  
you are available to talk to him.

- If you've got a wrong number,  
do not ask : *What wrong number you've got?*  
Say instead, for example, “Is this 45 44 43?”  
And if it is not, say you are sorry.

Reverse this considerate conduct,  
when you're on the receiving end  
of a slip in the night. Say, for example,  
“*I'm afraid you have the wrong number ;  
this is 55 77 88*” —  
and then *don't* slam the phone down.

- When you have placed the call,  
say who you are  
and ask for the person  
you want to speak to.  
Don't ask : “*Who is this?*”

- If you are settled down for a long conversation,  
ask first if this is  
a convenient time for your friend to talk.  
Your call may have taken him from a bath or baby-aunt.



- It is not endearing to shout or mutter :  
 “*Hang on a second, will you please?*”  
 If it is only a second, okay —  
 but if it’s going to be a longer interruption  
 give your caller an option . . .  
 “*May I call you back?*”

It is particularly rude  
 to keep the other waiting  
 if you are the caller.

- “*Not you — I was talking to somebody else.*”

Lesser interruptions should be ignored  
 or handled by sign language  
 or at least screened from transmission  
 by your tight hand over the mouthpiece.

- “*Did I wake you up?*”

Unless you are quite certain  
 of the other person’s schedule,  
 and therefore know  
 it will be perfectly safe,  
 don’t telephone anyone  
 before eight in the morning  
 or after nine at night.  
 And do presume that  
 if no one answers the telephone  
 after five rings,  
 he does not want to answer it.

Emergencies are of course another matter.

- Close with a conclusive “good-bye.”  
 The person who placed the call  
 is usually the one to end the conversation.

## Section Five



### CO-OPERATING WITH YOUR SECRETARY

IF YOU have a secretary and if you wish her to help you on over-the-phone, better give some thought and time to 'My secretary and the telephone tool'.

When you ask Miss R. . . . . to get Mr. P. . . . . for you you can also tell her, then and there, whether you will speak to anyone else in his absence or whether you'd like him to call you back, and, if so, between what hours.

Since you are making the call, courtesy demands that you are there to talk when the connection is made.

When Mr. P. . . . . comes on the line, if he is greeted by your buffer, saying "Mr. B. . . . . calling; I will connect you to him. One moment please", it is quite annoying.

How much screening she may do depends upon her ability and your attitude, but let her know clearly what is wanted of her.

Ask her to look for opportunities when she may be able to handle the situation the following way :

*'Mr. Bulsara's office, Miss D'Sa speaking.'*

*'Is Mr. Bulsara there?'*

*'May I tell Mr. Bulsara who is calling?'*

*'This is Mr. Natekar.'*

*'May I tell Mr. Bulsara what you are calling about, Mr. Natekar?'*

*'I wanted to get the price of your Anthropology book by Kane.'*

*'The price of that book is Rs. 25.00, Mr. Natekar. Is there anything else I can help you with?'*

*'No, thank you.'*

Make certain she extends uniform courtesy to callers and she knows the people you usually deal with.

Encourage her to keep a desk directory listing out numbers you call more frequently.

If you are not available,  
she should say that **before** she asks who is calling.  
The caller should feel convinced  
that you are not in — to **anybody**,  
not that the secretary is wondering  
whether he is important enough to be 'let in'.  
The following responses leave no doubt  
in the mind of the caller.

*'Will you give me the number please,  
in case Mr. Atthreya hasn't it handy?  
Thank you. I'll ask him to call as soon as he's back.'*

*"Good day to you. This is Mr. Atthreya's Office.  
Mr. Atthreya is not in at the moment.  
This is his secretary.  
May I help you? . . .  
Or is there anyone else you'd care to speak to? . . .  
Or would you rather leave a message?"*

Instruct her to take messages accurately.  
You may give her a duplicate book  
so she may keep the original message  
on your desk at some **specified** place.

Tell your secretary whether or not  
you want to answer telephone calls from people  
who have not explained themselves to your secretary.  
If you don't, tell her to say  
you are out of office,  
and say it immediately,  
whenever an unidentifiable voice asks to speak to you.

Ask her to avoid unbusinesslike terms like  
"He's busy" (so is the caller) or  
"He's tied up."

AL

## CO-OPERATING WITH THE SWITCHBOARD OPERATOR

AS WE sat at the switchboard  
from time to time,  
a few thoughts came up —  
all calculated  
to the better use of the switchboard operator.  
And we list them here.

We may call her Telephone Receptionist  
and treat her as such.  
First impressions are disconcertingly lasting  
and she creates the first impressions.

Telephone is a communications tool.  
It is **also** a public relations tool.

We may have one or two  
equally well trained personnel  
to give her relief.

We can have a rule  
that **no one else** should be at the switchboard.  
No attendance is better than bad attendance.

\*She is a sort of a traffic policewoman.  
So that she may direct the traffic  
to the right person in the first instance,  
she should be given a fair idea  
of who is handling what in your organization.  
This briefing will take only a few minutes ;  
but if done every three months, say,  
the outside caller need not complain :  
“ This is a pillar-to-post organization.”

There are a few numbers we refer to frequently.  
We can arrange to record these numbers  
in her special directory.

Except in the case of ‘ standard ’ numbers,  
we can refer to the directory ourselves  
and give her the **number** —  
not merely a name or a company.  
We will do this if we visualise  
her predicament for a second.

---

\* Since the telephone receptionist is conventionally a “ she ”  
we have used this term.

If she does not respond  
immediately we take the receiver,  
it just means she is not free.  
Tapping the dial nervously is often unnecessary.

We probably know that  
once the receiver has been lifted,  
exchange receives our signal.  
If we wish to remind the operator  
we may depress the receiver rest slowly  
for not more than two seconds.

When we lift the receiver,  
let us not say :  
*“ Operator ? Ah, yes ! . . . . .*  
*Now, what is it I want ? . . . . .*  
*Oh, yes ! Get me Mr. Vyas at X. Y. Co. . . . .*  
*No, no . . . . . wait a minute.*  
*I will call you later.”*

Let us rather say :  
*“ Get me 21 22 23 Extension 45.*  
*Mr. Jog or his secretary, please.”*  
*“ Get me Mr. Jog at Times.”*

When we have several calls to make,  
we can give her the complete list of numbers.

She is operating an automatic system,  
not a manual one.

If she does not get the connection,  
let us spare her the wrath.

In particular, let us not exaggerate :

*“ I have been waiting for hours.*  
*Are you asleep or . . . . . ? ”*

If our office is a large-sized one,  
when we follow-up, we can mention the number.  
We can replace  
“*What happened to my number*” by  
“*Can you try . . . . . again please?*”

Let us be sure we are ready to talk  
before putting in a call.  
The “wait a minute” command is  
especially irritating to a person  
who has been called away from his work  
to answer your ring.

Lines do get cut off occasionally.  
When our conversation is cut off,  
we should wait for the caller to come through again.  
If there is a long delay,  
we may try to re-establish connection.

In the case of wrong numbers,  
“cut off” or “line faulty”,  
we can tell the operator  
to prevent any charge being made.

To ring up another extension within the company,  
we can avoid asking the exchange to connect him,  
yes, when we have an internal system.

*In fact, we will do well  
to sit at the switchboard  
at least one hour every year.  
We will appreciate her problems  
and help her be more effective.*



# CO-OPERATING WITH THE TELEPHONE DEPARTMENT

The first few pages of the Telephone Directory give a lot of useful information about the services, rules and procedures relating to the Department.

Please read these pages and take out what is relevant for you, rewrite it in an usable and readable form, and circulate to all concerned.

Here is a sample:

## ARE YOU DIALING A NUMBER?

- Check and jot down the number before dialing.
- Keep handy a list of telephone numbers often dialed by you.
  - Nearest police station
  - Nearest hospital
  - Family doctor
  - Children's school/college
  - Gas supplier with card number
  - Freeze repairing service
  - Electrical complaints
  - Water complaints
  - Lift repairs complaints
  - Other services
  - Emergency items
- Don't dial till you hear a dial tone. It may sometimes take a few seconds before you get the dial tone.

- Don't allow your finger to slip while dialing, before it reaches the stop.
- Don't force the dial backward.  
Let it return of its own.
- Dial with fingers only, not with pen or pencil.  
This may lead to a wrong number;  
this spoils the number plate.
- Don't break digits between dialing.
- Don't tap the hook switch or dial after your call has been through.
- If the number you dial is engaged, replace the receiver gently but firmly.  
Wait for two minutes before you dial again;  
Do not dial feverishly.
- If you want to know what the busy tone sounds like, dial your own number and listen.
- Speak directly into the mouth piece—clearly but not loudly.
- Be brief in your speech, especially during busy hours.

#### WHEN THERE IS A CALL FOR YOU

- Lift up the receiver carefully.
- Don't say 'hellow';  
announce your number and name.
- After answering the call, replace the receiver gently but firmly.
- If you happen to receive a wrong call, please do not bang the receiver;  
please do not shout 'wrong number'.  
Give your number so that the calling party can register his complaint with particulars.  
Likewise, if you happen to get a wrong number, ascertain the number of the party, and give this information while making a complaint.

## TRUNK BOOKING:

Please note the position number of the operator and give information in this order:

- Your telephone number with extension number.
- The called station—mention state and district.
- Called number with alternate number, if any.
- Name of the particular or alternate person, if any.
- Class of the call like ordinary, urgent.
- The time upto which call may be connected.

You may like to keep a register in the following form:

Date	Station	Ticket	Class	Duration	P P	Notes
------	---------	--------	-------	----------	-----	-------

## TRUNK ASSISTANCE:

- Dial 181 for:
  - a. Delay on trunk call
  - b. Change of calling number
  - c. Change of priority
  - d. Keeping call pending
- Make enquiries  
two hours after booking ordinary calls,  
one hour for urgent calls,  
and twenty minutes for lightening calls.
- Note the enquiry docket number  
for further enquiries.
- Please give the ticket number,  
the station called and the time of booking.
- Please note that if an ordinary call  
is converted into an urgent one,  
its priority is from the time  
of its conversion.

ISD / NSD facilities -  
 Concessional rates. - 9  
 Voice Mail Service -

### DEMAND SERVICE:

Trunk calls to the stations mentioned below  
 can be had on demand, from Bombay  
 Dial the appropriate number.  
 The calls will be charged at urgent rates.  
 No PP calls are permissible.  
 There is no restriction on calls duration.

Code	Station	Code	Station	Code	Station
151	Ahmednagar	152	Nanded	154	Calcutta
	Alibag		Parbhani		Jaipur
	Ambernath		Pune		New Delhi
	Bhivandi		Raipur	159	Vashi
	Dombivli		Rajkot	4920492	New Delhi
	Kalyan		Wardha		Calcutta
	Penvel		Yeotmal		Nasik
	Ulhasnagar				Madras
					Bangalore
					Ahmedabad
152	Ahmedabad	153	Bangalore		Secunderabad
	Akola		Belgaum		Jaipur
	Aurangabad		Bhir		Surat
	Baroda		Hubli		Cochin
	Bhandara		Kolhapur		Jodhpur
	Chanda		Osmanabad		Vashi
	Chandrapur		Panaji		Baroda
	Dhulia		Ratnagiri		Nagpur
	Jalgaon		Satara		
	Jamnagar		Sholapur		
			Secunderabad		Panjim

## WHEN YOUR TELEPHONE IS OUT OF ORDER

- Please spell out the exact nature of the fault so that the department can act promptly.  
Say, for example.
  - Telephone number .....is dead.
  - I can receive calls but cannot make calls.
  - Dial tone does not get cut off, when I dial a number.
  - Incoming calls get disconnected, as soon as the receiver is lifted.
  - Telephone is noisy.
  - Hand-set cord is frayed and needs to be replaced.
  - I can hear the other party, but he complains of not hearing me
  - I receive wrong calls meant for telephone no.
  - I get number ....when I dial number ....

Now 6 digit telephone numbers have been opened in all the telephone exchanges in Bombay for service complaints, directly from subscribers.

This is available between 7 am and 7 pm.

The digits of the relevant numbers are made up as follows:

Exchange code (3 digits) + 2198

For example,

direct complaint no to 47 exchange: 472198.

*when you have a billing or other problem.*

### AND GENERALLY SPEAKING:

- The telephone department is working under severe constraints; and within those constraints they are striving to do their best.
- When you visit the telephone operators at work, you will realise what working under stress means.
- Please be understanding.
- Please be courteous to the department staff, especially to those at the lower levels.

## Section Six



## FOR A SENSE OF COMPLETION

THE MANY practices that make telephone a welcome tool (instead of a torture rack) have been referred to right through the book.

To avoid repetition, items common to many situations have not been restated at appropriate places.

For a sense of completion, therefore, you would do well to read chapters presumably intended for 'others' as well.

## PHONE FOR THE BEGINNER

MORE AND more children  
are getting used to  
this communication tool.

If they get to know  
the correct methods and  
acceptable manners,  
it is good for them  
and for every one.

*Frequent use of the telephone  
is no guarantee  
that telephone technique  
improves with practice.*

(Observations show that  
many troublesome users of the phone  
are those who make most calls!)

The impression formed by the public of us, our company, our circle is helped or hindered by everything that **anyone** says or does.

Since **anyone** in the office —  
down to the rawest peon —  
may find that he has to answer a call  
we need instruct all the juniors  
on how to handle a phone call  
**and** periodically check on their practices.

Hence this section.

## WHY DO PEOPLE PHONE US ?

Because they wish to ask or give us information or do some business with us :  
they have some **definite reason**.

We should know that reason  
so that we can help them.

Unless our approach is helpful,  
they **may not** tell us what they want.

To make our helpfulness known,  
we can receive the phone with a **greeting**,  
we can **state** our number,  
to assure the right connection is there,  
and we can ask pleasantly  
whom they wish to speak to.

*Good day to you !*

*This is . . . . . (number) . . . . . (office)*

*Whom do you wish to speak to, please ? . . . . .*

*Kindly be on the line. I will call him.*



We should give thoughtful reception to everyone who calls us.

Let us avoid saying 'hello' or 'yes'.

From the way we receive the call the other person forms an impression of us, our organisation and our circle : let us create a good impression.

In a sales organisation, it has been observed, that the sale commences from the time we lift the receiver.

#### WHAT DO WE DO WHEN THE PARTICULAR PERSON CANNOT BE TRACED ?

We can be **even more helpful**.

We may say, for example :

*Mr. B. . . . . is out at the moment.*

*He is expected back in . . . . . (indicate time if known)*

*May I ask him to phone you*

*immediately he returns? . . . . .*

*And at what number, please? . . . . .*

*Or would you like to speak to' someone else? . . . . .*

*Do you think I can help you? . . . . .*

*Would you like to leave a message for Mr. B. . . . . ?*

If the caller gives a message, let us write it down **immediately** and preferably in a message slip.

If we are not able to converse with the caller for one reason or another, we can say : *Please be on the line* and request someone else who can to handle the call.

## WHAT TO DO IF IT IS A MISDIAL ?

As ever we greet the caller and identify ourselves.

A painless exchange as follows is possible :  
*"I am afraid there is no Mr. Gulwalla here. Were you calling 55787?"*  
*"Eight-seven? Oh, I have the wrong number. I'm sorry to have disturbed you."*

We can avoid exclamations like :  
*What number you want !*

When somebody dials wrongly our number, understandably we feel irritated. We are further irritated when the other person does not have the common courtesy to say 'sorry'.

We tend therefore to bang the receiver and display our displeasure.

This is bad for the instrument and sad for the man at the other end of the wire. For all that we know he may be our customer, trying to dial another number.

Just one act of irritation  
can mar the image of an organisation  
or whatever we represent.

As a rule,  
it is good to be pleasant,  
it is good to gently replace the receiver,  
yes, whatever the provocation.

It is possible we misdial.  
If we do, we may say, for example :  
*I'm sorry. You were disturbed.*

We can wait till he places the receiver  
and then gently place the instrument  
at our end.

#### WHEN WE CALL A NUMBER —

When we call a number  
we want to save time, money and bother.  
We can observe the following dialing tips :

Do not rely on memory — numbers are easily transposed.

After looking up the number,  
jot it down and refer to it while dialing.

Listen to the dial tone  
before dialing a number.  
Failing to wait for dial tone  
can result in reaching a wrong number —  
or no number at all.

Turn the dial until the finger  
hits the finger stop  
then allow the dial  
to return by itself  
Do not force or retard the dial.

If the finger slips,  
hang up and dial again.

After the complete number has been dialed,  
do not touch or move the dial  
since this may cause a cut off.

Restore the receiver  
before making another call.

Since we are calling  
let us start off by saying for example :

*Good day to you.*

*Is it : . . . . . ?*

*I am calling from . . . . . (number) . . . . . (organisation)*

*My name is . . . . .*

*I wish to speak to . . . . .*

*The purpose is . . . . .*

With this much information  
the other person can be helpful to us ;  
we too are phoning with a purpose.

If the particular person is not there,  
and if we wish to speak to no other,  
we can request the other person to take a message  
as for example :

*Please ask him to phone me at . . . . . (number)  
between . . . . . (time interval)*

*I will phone him again between . . . . .*

*Kindly tell him that . . . . .*

Face to face, people hesitate to be curt.

Over the phone some tend to be curt.

We can forgive them.

Certainly we need not emulate them.

### WHEN THE CALL COMES THROUGH —

If the business involved  
cannot be disposed of  
in a few minutes  
(not more than five, say)  
telephone conversation,  
we may write a letter  
or make an appointment.

During the conversation,  
let us remember  
that the person at the other end  
can't see us.

He can't read our lips,  
so let us speak clearly and distinctly.

He can't read our facial expressions,  
so let's watch out for sarcasm  
and other forms of humour.

He can't tell what we are doing  
if our attention is diverted  
or if we leave the phone,  
so let us explain and excuse ourselves  
for all interruptions.

# THE SECRETARY & THE TELEPHONE\*

IN YOUR role of to-day's secretary, you have many opportunities to help your "boss" be at his best. You can relieve him of details, help improve office methods and protect his prestige. Your job is doubly important on the telephone because you are representing him.

A pleasant greeting, cheerful smile and businesslike appearance will make "in person" callers "feel at home" even when it is necessary to keep them waiting. These attributes, however, cannot be seen over the telephone. Your voice and the proper handling of the call must combine to make the voice-to-voice contact as pleasing as the face-to-face contact.

Handling a telephone call is usually considered simple but very often the type of business your company is in, or the requirement of your boss, tend to make it complex. Many modern executives prefer to answer their own telephones to promote friendliness and goodwill for their companies and the secretary acts for them only in their absence.

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\* Largely adapted from a New Jersey Bell Telephone publication and used with permission.

Other executives depend on the secretary to intercept and screen calls and in some cases handle them herself. No matter how your boss prefers to have his calls handled, you should always be courteous, pleasant, tactful and diplomatic.

#### ANSWER PROMPTLY

Make the first impression a favourable one by answering at the first ring, if possible, and be ready to talk to the caller.

#### PROPER IDENTIFICATION

Identify the office and yourself, like — “*Mr. Ray's office, Miss D'Sa.*” This is time-saving and businesslike and gets the confidence of the caller for it indicates that you are a responsible person ready to be of service.

You'll find that proper identification prompts the caller to identify himself too.

#### HAVE SOMEONE ANSWER YOUR TELEPHONE

When you leave your desk, advise the person who is to answer for you, where you are going, the telephone number where you can be reached and when you will return. Give prompt attention to your telephone messages when you return.

## TRANSFER CALLS CAREFULLY

If it is necessary to transfer a call,  
obtain the caller's consent  
and be sure  
you are transferring him to the right person.  
Signal your operator  
by flashing slowly.  
When she answers,  
say "*Please transfer this call to . . . . .*"  
and wait for her acknowledgement.

## TAKING MESSAGES

Always keep your message forms handy  
and record the details  
accurately and completely  
while they are being given by the caller.  
Making a mental note  
often results in the message  
being incomplete or, in the rush of business,  
you may forget to relay it.

Request, rather than demand, information.  
Such phrases as "*What's your name?*"  
or "*Repeat that, I didn't get it,*"  
sound abrupt when compared to  
"*May I have your name please?*"  
or "*Would you mind repeating that information?*"

If the name is an unusual one  
or contains letters which sound alike,  
verify the spelling  
through technique of key-letter spelling. (See page 120)  
Also be certain to obtain the initials  
if it is a name like "Rao", "Shah", etc.



It is especially important to be accurate  
if the message requires action  
on the part of your boss.  
Repeat the information to the caller  
to assure him that you have the correct information.

## MAKING OUTGOING CALLS

Whether you are making  
a telephone call for yourself, or your boss,  
be sure you have the right number  
before you make the call.  
Keep a list of frequently called numbers  
and up-to-date directories.

When your boss  
does not wish to place his own calls  
it is your responsibility,  
not the operator's,  
to place them for him.  
You can take the time to introduce him  
in a more diplomatic fashion  
than the operator  
who is usually too busy  
to concentrate  
on the secretarial aspects of a call.

If your boss is the type  
who disappears or makes another call  
after you have placed one for him,  
you will want to give him some training.  
He may not be aware  
that these habits are discourteous and irritating  
to the called person  
and imply that the other person's time  
is not as valuable as his.

Plan your call before you make it.  
Knowing beforehand  
what you are going to discuss  
will make your call brief but effective.  
Planning saves time and money.

Always stay on the line  
when you place a call with the operator  
so she will not have to call you back.  
This will prevent  
irritation to the called person,  
tying up equipment unnecessarily,  
additional work for the operator  
and a waste of money by lengthening the call.  
By staying on the line  
you can take immediate action  
if the number is busy or does not answer.

If you are connected to the called person's secretary  
advise her who is calling, for example :  
*"Mr. Roy of Blank Company is calling Mr. Chopra."*  
If you reach the called person,  
announce your boss, for example :

*"Mr. Roy of Blank Company is calling you, Mr. Chopra.  
Here he is."*

## LEAVE AND RETURN TO THE LINE PROPERLY

When it is necessary to leave the line,  
for any reason,  
tell the caller what you are going to do  
and about how long it will take.

Expressions such as :

“*Hold on*” or “*Just a second*”

tell the caller nothing.

If you know

you will be away from the telephone

longer than a minute or two,

offer a call back

stating the approximate time you will call.

When leaving the line,

lay the telephone down gently

and balance it on the ear-and-mouth-piece

using a blotter or a paper as a cushion.

Upon returning to the line,

alert the caller to the fact that you are back

by using a suitable introductory phrase

such as “*Hello, Sir*” or mention his name.

If there has been an unavoidable delay,

apologise.

## SAY GOOD-BYE PLEASANTLY

End your call

in the same sincere and agreeable way

you began it

by saying “*Good-bye*” pleasantly.

Let your telephone visitor know

that you were glad to be of service

or sorry you were unable to help.

Let the caller hang up first.

Hang up gently

and make sure

the telephone rests securely on its base.

## ALWAYS PUT YOUR BEST VOICE FORWARD

YOU WILL be best understood  
if you hold the mouth-piece  
as close to your lips as possible,  
without touching,  
and speak directly into it  
in a normal tone of voice.  
If you want your callers  
to "hear" your charm,  
your voice should always be warm,  
friendly, sincere,  
and an invitation to the caller to call again.  
Only **you** have complete control  
over what you say and how you say it.  
Always remember —  
what comes out of the telephone  
depends on what you put into it.  
**Have a voice that always smiles!**

## SECRETARIAL SCREENING

WHEN IT is necessary to screen a call  
be sure to do it properly  
as this is a business procedure  
which can cause the loss of good will  
and be a source of irritation to the caller.  
Here are some helpful suggestions :

IF YOUR BOSS ACCEPTS ALL CALLS  
BUT WISHES TO KNOW  
THE NAME OF THE CALLER  
BEFORE BEING CONNECTED —

Say something like

*"May I tell him who's calling, please?"*

Avoid the challenge

*"Who's calling?"*

for no matter how good your voice tones,  
the challenge itself gives  
an impression of abruptness and discrimination.

## WHEN YOUR BOSS WISHES TO BE AVAILABLE ONLY TO CERTAIN INDIVIDUALS —

On all calls use a phrase similar to :

*"He's not in at the moment,  
may I tell him who called?"*

This will avoid embarrassment  
and loss of good-will.

It will also enable you to add

*"Here he is now"*

or *"I'll see if I can get him for you"*

in the event the caller is someone  
with whom your boss wishes to speak.

## WHEN YOUR BOSS IS BUSY ON ANOTHER CALL —

Explain the situation to the caller  
and suggest a call-back

or ask if he wishes to wait.

If the caller wishes to wait,

remember to give him progress reports.

Give your boss a memo with the caller's name

if you know he is someone

who should not be kept waiting.

Offer to help the caller

if you feel the boss is in a lengthy conversation.

## WHEN YOUR BOSS IS NOT IN —

Your prestige increases

when you relieve your boss

of matters you can handle

and when you give

definite information and offer positive action.

Avoid the use of vague statements such as :

*"He isn't in"*

or *"He's somewhere in the building."*

They only force the caller to ask further questions and "dig" for information.

This is irritating and wastes time.

### A GOOD SECRETARY

NEVER GIVES OUT INFORMATION SUCH AS :

*"He's not in yet."* (at ten in the morning)

*"He's gone for the day."* (at three in the afternoon)

*"He's out for coffee."*

*"He's in conference and can't be disturbed."*

### WHEN YOU TAKE A MESSAGE OR ASSIST THE CALLER

You may consider these approaches :

*"Mr. Pai will not be in to-day.*

*May I take a message?"*

*"Mr. Pai will be out of town all week.*

*Is there anything I can do?"*

*"Mr. Kamath is handling his calls  
while he's on vacation.*

*Would you like to talk to him?"*

# THIS IS A TRUE STORY

THIS IS a true story — about you —  
and your telephone in business.

Every time you talk over the telephone  
you make a definite impression upon  
the person at the other end of the line.

If, at the end of a call,  
your telephone visitor  
hangs up with the thought . . .

“I certainly like to do business with that company!”  
then you have just made  
an Effective and Pleasing Telephone Contact.

If, . . . on the other hand . . .  
your visitor hangs up thinking  
“They certainly are efficient,  
but they are not very friendly” —  
then you are missing a quality,  
called Overtones of Service,  
that must go along  
with technical and mechanical skill.

Telephone contacts make up  
a large portion of your company's contacts with the public,  
so each time you have a telephone visitor  
you are either building up  
or tearing down your company's reputation.

You are “unseen”,  
but you are heard,  
so your visitor must form  
his entire impression of you and your company  
on how you sound.

Take advantage of the opportunity  
to impress callers with your own “personal touch”.



## 9

# ADDITIONAL GUIDELINES TO TELEPHONE RECEPTIONISTS

- Read the telephone directory every 3 months.
- Request for the following aids :
  - A mirror facing you (to assist a smiling face as well).
  - A private directory book wherein numbers frequently required are entered.
  - A private outstation directory.
  - A private outstation (trunk call) directory wherein numbers frequently required are entered and updated.  
(These can be had from '183')
  - A blackboard where movements of key executives can be indicated.
  - Cotton wool and some disinfectant for cleaning the mouth and ear pieces.
- Greet cordially and give the name of your company or the number.
- You are right in pleasantly asking, *Who's calling, please?* if the caller does not give the number.
- If he refuses to give his name, you can connect him to the secretary of the boss.

- When the caller gives you the name of the person he wants to speak with, thank him and connect him.
- If the line is busy, tell the caller, "*Mr.....'s line is busy. .... . Will you please wait ?*"  
If he answers he will, say "*Thank you.*"  
Return to him every minute to keep him posted ; no one likes to feel he's holding on to a line that's been forgotten.  
You can say, "*Mr.....'s line is still busy.*"  
And don't forget to say, "*Thank you*"  
when he says he will continue to wait.

When Mr..... hangs up, say "*Mr.....'s line is free now. Thank you for waiting.*"  
Should a caller decide not to wait when Mr.....'s line is busy, be sure you get his name, number and extension.  
Write them down, and say, "*Thank you. I will tell Mr..... you called.*"

- While availing of assistance for phonograms (and trunk calls) use the standardised code.  
(A card is attached for your ready use).

- While booking a call give the data in this order :
  - Your number.
  - The city.
  - The number required.
  - Particular person (PP) or number call.
  - Ordinary or urgent.
  - **And** please ask for **the** ticket number **and** promptly note down.  
Refer to this ticket number first for any follow-up enquiries.  
(Perhaps because of job pressures the exchange assistant tends to be too hasty to be clear.)
- When an executive is absent from his office do not keep the caller waiting but ask whether
  - (a) he wishes to speak to someone else
  - (b) he would like to be rung back later by the executive
  - (c) he will ring again.
- If a delay occurs before a caller can be connected with an executive, inform the caller periodically of the reason for the delay.
- When announcing callers, take care to enunciate carefully the name of the caller.
- Above all, have a **smiling voice**.

## SPEAK EFFECTIVELY

IN FACE-TO-FACE contacts

you can impress callers with your appearance,  
a friendly smile or a hearty handshake,

but over the telephone

the impression you make

depends upon your voice alone.

A warm, friendly and sincere voice, therefore,  
will help build good-will for you and your firm.

Remember,

to customers and other visitors

entering through the Telephone Door,

You are the Voice of Your Organization.

## SPECIAL FOR EXTENSION USERS

THE EXTENSION user is as much "the voice of the firm" as the telephone receptionist.

Good telephone service requires, therefore, that extension users answer their telephones promptly, that they employ correct businesslike telephone practices, and that they develop a pleasing telephone manner.

The following suggestions are offered by New Jersey Bell Telephone Company to assist you, the extension user, in accomplishing daily tasks promptly, efficiently and pleasantly.

- ANSWER YOUR TELEPHONE PROMPTLY.

At the end of the first ring, if possible.

When you lift the hand set, do so for the purpose of starting the conversation.

After accepting the call do not continue talking to someone in your office, or say, "*Just a moment, please.*"

Break off your conversation  
with an "*Excuse me*"  
before accepting the call.

If a meeting or interview is taking place,  
and you do not, therefore, like to be interrupted  
for the next 20 minutes,  
arrange for calls to be taken  
in another room by someone else for the period.

You should not receive calls (or place calls)  
when they interrupt someone  
who has a prior claim on your time.

If you are not staffed  
with a secretary or the switchboard operator,  
the least you can do  
is to say "*Excuse me*",  
before you pick up the phone  
and ask the caller  
if you may call him back  
at another time (which you may specify).

• IDENTIFY YOURSELF WHEN ANSWERING.

Conversation really starts  
when the person calling knows  
to whom he is talking.  
If you use the unbusinesslike "Hello"  
or the casual "Yes",  
both his time and yours are wasted.  
In answering your own telephone,  
you may say :

*Operations* (Department)  
*Mr. Rao* (Name).

• KEEP TELEPHONES ATTENDED PROPERLY.

A ringing telephone unanswered  
delays the caller  
and distracts those near it ;  
important messages may be lost.  
Do your part in seeing  
that your telephone is attended properly.  
Make arrangements  
for someone to answer your telephone  
while you are absent.  
You can offer to do the same for others.  
Always leave word  
as to your "whereabouts and whenabouts" ;  
where you are going ;  
how you may be reached if necessary ;  
when you expect to return.

When you answer someone else's telephone,  
in response to the inevitable question,  
"*Is he there?*" be helpful.  
Say for example :

*"No Mr. . . . . . , I'm sorry, he is not here just now.  
I'll be glad to locate him  
and ask him to call you . . .  
or is there something I could do for you?" . . .*

In taking messages,  
they should be written  
at the time they are received.  
Don't trust your memory.  
And make sure that the message  
is made available to the person called  
as soon as possible.

Make it a habit,  
on returning to your desk,  
to act promptly on such messages  
as have been taken for you.  
If your secretary has assured  
you will ring back,  
please fulfil her promise.

• MAKE CALLS CORRECTLY.

Make and use  
a personal telephone directory.  
That is one way you can actually co-operate with  
the telephone operator.

Be prompt in talking on the calls you make.  
Telephone call is a substitute for a personal visit.  
Remember that if you are calling on a person,  
you do the waiting,  
if there is any to be done.

The surest way,  
many have found,  
of being ready to talk  
when the person you are calling answers,  
is to make the call yourself.

When you have answered your telephone,  
you don't like to hold the line  
while a secretary hunts for the caller.  
So telephone as you would be telephoned to.  
It is common courtesy and good business.  
When you make a call,  
announce yourself immediately,  
without waiting to be asked.



Say for example,

"This is ..... (Name) of ..... (Company).  
I wish to speak to Mr....., please."

This immediate identification  
is highly effective in securing  
prompt and personalised attention.

• HOLD THE LINE ON OUT-OF-TOWN CALLS.

When you place a trunk call,  
you can name an acceptable alternative,  
yes, if the desired party is not available.  
Stay near your telephone  
or leave word where you can be reached,  
if it is necessary for you to leave the office.

• DEVELOP A PLEASING AND COURTEOUS  
TELEPHONE MANNER.

Courtesy is contagious.  
You are only a voice  
to those who hear you over the telephone.  
Your telephone personality is expressed  
only by what you say  
and the way you say it.

At the close of a conversation,  
end the call courteously  
and say "Goodbye".

Make a habit of replacing  
the instrument **gently**  
after every call.

## A RECIPE FOR IRRITATED CUSTOMERS

ONCE IN a while,  
no matter how hard one tries,  
it seems that a customer  
just cannot be pleased.

The situation has somehow gone askew.

Here is a recipe for customer relations  
from the Missouri Telephone Association.

It may help you "unskew" your next problem :

- One cup full of listening  
when the customer speaks.
- Measure words carefully.
- Add heaping spoons of understanding.
- Sift together to get smooth batter for a reply.
- Use generous amounts of patience.
- Cook on front burner —  
keep temperature low — don't boil.
- Add a pinch of warm personality —  
clear, unhurried speech.
- In case of need,  
a dash of dry humour, to taste.
- Serve in individual moulds.

## WHAT IS A CUSTOMER ?

A customer is the most important person to enter your place of business.

A customer is not dependent on you.

You are dependent on him.

He pays your salary.

A customer is not an interruption to your work.

He is the purpose of it.

You are not doing him a favour by serving him.

He is doing you a favour by giving you the opportunity to serve him.

A customer is not an outsider to your business.

He is a vital part of it.

A customer is not a cold statistic.

He is a human being with hopes and ambitions like your own.

A customer is a person who brings you his wants.

It is your job, duty and privilege to handle him

with promptness, courtesy, and consideration.

## Section Seven



### SELLING BY TELEPHONE\*

IT HAS been said that half of selling consists in making it easy for people to buy. To-day's telephones can help provide this bridge.

A well developed telephone service goes far in promoting customer's habits of buying from a particular business. But convenience alone is not the controlling factor in completing sales by telephone. Over and above the equipment, the really effective factor in telephone selling is the manner in which the employee uses this tool.

Bell Telephone gives these valuable hints :

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\* Adapted from a Pennsylvania Bell Telephone Company publication and used with permission.

## THE CUSTOMER CALLS A BUSINESS

### WHAT DO CUSTOMERS EXPECT WHEN TELEPHONING A BUSINESS ?

Freedom from delays.  
Speed and accuracy.  
A pleasant tone of service.

### WHAT ARE SOME "DELAYS" A CUSTOMER MIGHT EXPERIENCE ?

He might find all lines busy when calling.  
He might find that  
the desired extension telephone is busy.  
There might be a long delay  
in answering the extension phone.  
The person with whom he wishes to speak  
might not be available  
when the telephone is finally answered.  
He might be asked to "wait"  
for information to be obtained.  
The delay in obtaining information  
might become too long.

## HOW MIGHT THESE DELAYS BE LESSENED OR AVOIDED ?

By having sufficient "outside lines" available to handle the volume during peak calling hours (and people available to answer promptly).

By using the telephones during peak hours for "business calls" only.

By transacting business quickly and thus keeping telephones more available for incoming customer calls.

By posting switchboard operator and others as to one's whereabouts so that calls may be quickly transferred.

By having frequently requested information available near the telephone.

By giving the customer the choice of waiting (while information is obtained) or being called back.

By obtaining information (off the line) within a minute or a minute and a half.

## WHAT ARE SOME WAYS OF DEMONSTRATING A "PLEASANT TONE OF SERVICE" ?

Making frequent (not excessive) use of customer's name, e.g. "*Certainly, Mrs. Rozario. We'll be glad to arrange that for you.*"

Asking intelligent and constructive questions.

Refraining from interrupting the customer.

Listening attentively and understandingly.

Helping out where possible  
even though the problem is not yours.

Accepting criticism graciously.

Answering ALL questions.

Being prepared to meet objections.

### WHY ARE "SPEED AND ACCURACY" IMPORTANT TO SUCCESSFUL TELEPHONE SELLING ?

Slow answers tend to irritate customers.

Irritated customers are far less likely to "buy".

Customers may become  
tired of waiting for an answer and hang up.

Customers "ON STORE PREMISES"  
observing delays  
in answering telephones  
may form a poor opinion  
of the store's desire to give SERVICE.

Inaccurate information may cause :

- Loss of the sale.
- Later billing disputes.
- Incorrect delivery details.
- Wrong sizes, amounts, colours, etc.

## WHAT INCOMING TELEPHONE CALLS PROVIDE OPPORTUNITIES FOR SELLING ?

When customer orders an item no longer available, there is the opportunity to SUGGEST AN ALTERNATIVE.

Ordered	Suggested Alternative
Enamel Paint	Rubber-base Paint

When the customer is calling to verify an item on his bill, there is an opportunity to refer to the "SPECIAL" for that day's sales items.

When the customer is merely inquiring about "PRICES", there is the opportunity to talk "VALUE" and make a sale.

When the customer calls to BUY AN ITEM, there is the opportunity to sell ADDITIONAL ITEMS to supplement the sale.

Customer orders	Suggest
Sheets	Pillow cases

When the customer calls in to COMPLAIN about an item, which he plans to return, there is the opportunity to SELL A SUBSTITUTE item which in some cases may bring even more profit to your business.

Items being returned	Suggested substitute
Large Divan	Lawson Seats



# A BUSINESS CALLS THE CUSTOMER

## HOW CAN "OUTGOING TELEPHONE CALLS" BE USED TO MAKE SALES?

- By "following up" on previous contacts where no definite agreement had been reached.
- By "following up" on prospects who have filled in query forms enclosed in newspaper advertisements of the business.
- By calling customers to ascertain if they were "satisfied" with the product or service they bought. This often leads to "additional" or "supplemental" sales.
- By calling customers who have "written" to cancel an order.
- By calling large customers to "announce price changes" and offering them the product or service at the going rate before the changes become effective.

- By inquiring about customer satisfaction, one learns of "gripes" that he might not otherwise meet. These can lead to corrections and improved chances of future sales.
- By advising customers of "special offers".
- By calling customers to advise them on proper usage and maintenance of recently purchased item.

These calls can lead to additional sales.

### WHAT ARE SOME ADVANTAGES OF TELEPHONE SELLING *versus* FACE-TO-FACE SELLING ?

There is no loss of time in reaching the customer. Customers may be "visited" more frequently and closer relations established.

Customers may be contacted at a time advantageous to both parties rather than when salesman "happens" to be in the area.

A salesman's voice may be pleasing and persuasive whereas his personal appearance might detract from a face-to-face visit.

More sales result when the initial contact with a customer is by telephone rather than on a "cold canvass" face-to-face contact.

# LOCATING "PROSPECTS"

## FIVE SOURCES FOR DISCOVERING TELEPHONE SALES PROSPECTS

- THE SERVICE DEPARTMENT :

Many customers who have never BOUGHT have frequently used the SERVICE AND REPAIR department. They are probably good prospects for a "sale by telephone".

- THE ACCOUNTING DEPARTMENT :

Reference to available data will quickly highlight those customers who are the MOST FREQUENT buyers.

- SEASONAL BUYERS :

Many people habitually purchase seasonal equipment e.g. Garden furniture at one large department store and Christmas toys at yet another.

- THE INACTIVE ACCOUNTS LIST :

Review the accounts which have become inactive and decide which might be reactivated. Prepare the sales approach and begin.

- THE CLASSIFIED TELEPHONE DIRECTORY :

Where available as in Delhi.

# PREPARING THE SALES CALL

## HERE ARE FOUR STEPS IN PREPARING A SALES CALL TO A REGULAR CUSTOMER

- HAVE ALL AVAILABLE FACTS ABOUT THE CUSTOMER.

What are the date and details of his last order?  
How long has he been a customer?  
How much money does he spend monthly-annually?  
Has he ever had complaints?  
What else do you know about his business?

- BE SURE YOU TALK TO AN EFFECTIVE PERSON.

Try to talk to someone  
who'll remember  
having dealt with you or your firm.  
Is the person you're calling  
high enough up in the organization  
to say "yes"?

- CALL AT A CONVENIENT TIME.

Call at a time  
convenient for the customer to talk.  
You'll get a better reception.

- KEEP YOUR BEST VOICE FORWARD -  
IT'S REPRESENTING YOU.

A smile on your face means a smile in your voice.

When you speak,  
try to picture the person you're calling.  
Your voice has to do the whole job.

## CALLING THE CUSTOMER

HERE ARE THE STEPS  
TO SUCCESSFUL TELEPHONE SELLING  
WITH AN "INACTIVE ACCOUNT"

- IDENTIFY yourself and company.  
Explain briefly the reason for the call.  
You'll make a better impression  
if you call your customer by his name.

*"Good morning, Mr. Rao.*

*This is Mr. Gupta of the XYZ Company.*

*It's been some time since we've heard from you."*

- ASK leading questions (if necessary) to uncover his reason for not buying.  
Listen — don't argue.

*"Frankly, Mr. Rao, I wondered if there was something unsatisfactory about our last despatch of XYZ's or the terms involved?"*

- ADMIT mistakes readily.  
Indicate your desire to correct irregularities.

*"I'm sorry about that last despatch, Mr. Rao. I'll send out a replacement order at once."*

*(Or whatever action is appropriate . . . or if there was nothing wrong) —*

*"Well, I'm glad to hear that everything's all right."*

- SELL.

Recreate the desire for your product or service by telling the customer of its benefits to him.

*"You're still using XYZ's then, Mr. Rao?" — or —*

*"By the way, Mr. Rao, we have a special offer on case lots of ABC's this month. You'll save considerably by ordering by the case."*

- ASK the prospect to buy.

*"How many cases will you need? (Pause) They'll be delivered on Thursday."*

- THANK your customer for his order.  
This is important  
to keep him an active customer.

*"Thank you for your order, Mr. Rao.  
It was nice talking to you again.  
I hope we hear from you often from now on."*

## HERE ARE THE STEPS TO SUCCESSFUL TELEPHONE SELLING WITH AN "ACTIVE ACCOUNT"

- INTRODUCE yourself and your company.  
Try to talk to the person  
who initiated the order or inquiry.  
He'll be flattered  
if you remember to use his name  
during your conversation.

*"Hello, Mr. Ramani. This is Mr. Ramesh Gupta  
of the XYZ Company."*

- THANK your customer.

*"We received your order this morning  
for 2,000 XYZ's.  
Thanks very much."*

- INFORM. Let him know what's happened.

*"Your order  
will leave our factory today by lorry.  
It should reach you tomorrow."*

- BUILD his desire for your product or company  
by mentioning how he benefits from your services.  
This is a good time to pass along  
merchandising and display ideas.

*"I know you'll find those XYZ's  
a real hot sales item, Mr. Rao.  
By the way, I'd like to send you a folder  
showing some excellent displays and their results.  
Would you be interested?"*

- **BE ALERT** to hidden needs.  
Try to determine  
when he'll be a prospect for re-order.  
Now — or in the near future.

*"How long do you estimate  
this shipment will last, Mr. Rao? (Pause)  
I'll check in three months then  
to see how your supply is holding out."*

- **ASK** for an order.  
You'll do him a favour  
if you sell him an active "accessory line".

*"By the way, Mr. Rao,  
many of our customers have found  
that ABC's are a natural item  
to go with XYZ's.  
We offer a special discount  
when they're purchased together.  
That discount would apply for you  
if you include them  
with this order for 2,000 XYZ's."*

- **THANK HIM** for his order and close on a friendly note.

*"Thanks again, Mr. Rao.  
We'll ship the ABC's  
so they'll arrive with your XYZ's.*

*We're looking forward to serving you regularly,  
so I'll be calling again  
to make sure you're satisfied.  
But, if you'd like to talk to me in the meantime,  
just call any time. Good-bye."*



*+ MP  
NUMBERS*

# TELEPHONE ACCURACY GUIDE

THE FOLLOWING phonetic codes for **identifying** alphabetical letters have been standardised by the Indian Postal and Telegraphs Department throughout the country. It certainly lends itself to improvement. Until such an improvement is effected, this is the language the Exchange people find easy to understand. Let us use these codes while spelling out names, addresses etc., while booking trunk calls and phonograms.

- |             |             |
|-------------|-------------|
| A — Army    | N — Navy    |
| B — Brother | O — Orange  |
| C — Cinema  | P — Paper   |
| D — Doctor  | Q — Queen   |
| E — English | R — Raja    |
| F — Father  | S — Sister  |
| G — Gold    | T — Table   |
| H — Hotel   | U — Uncle   |
| I — India   | V — Victory |
| J — Jam     | W — Water   |
| K — King    | X — X-ray   |
| L — Lady    | Y — Yellow  |
| M — Mother  | Z — Zero    |

For example,

G for gold, O for orange, D for doctor, B for brother, L for lady, E for English, S for sister, S for sister, G for gold, R for Raja, A for army, H for hotel, A for army, M for mother, B for brother, E for English, L for lady and L for lady.

GOD BLESS GRAHAM BELL.

## HOW TO COMMUNICATE EFFECTIVELY OVER THE TELEPHONE

Many hundred opportunities daily knock at our door to build the organisation's image and to make a sale, yes, over the phone.

These opportunities go almost wasted and unavoidably.

They go wasted because

many have taken the telephone conversation for granted and have not cared

to develop the winning voice over the phone.

"Little things remain little

only so long as they are not ignored".

This is true of telephone indeed.

Over-the-telephone may be described as a 'little' thing.

If it is not done well, however,

it affects results, relations, time and nerves.

What is stated here in this book is not profound.

The ideas are simple, commonsense guidelines,

but guidelines that are often observed

only in the breach.

While the matter is not original,

the manner of presentation is indeed original.

Keeping the three-fold objectives in mind,

namely, building the organisation's image,

making a sale, and developing a winning voice,

insightful material has been presented in a form

that can be readily understood and applied.

This book is for everyone who uses the telephone

who means 'business' over the telephone.

There are special sections

for the beginner and the veteran,

for the telephone operator and the modern salesman.

The section on voice cultivation and selling over the phone

should be of special value to everyone.

Even if a fraction of the present telephone users

should absorb a fraction of the hints in this book,

it should result in massive saving

in time, money, nerves, and goodwill for the country.