



Emily Post[®]

The Etiquette Advantage in Business



MODULE 8

Dining Etiquette

Table Manners – Full Program

PREPARATION FOR TEACHING DINING ETIQUETTE

1. Coordination with your client.
 - a. Determine if the seminar will include a meal or not.
 - b. Determine if the planned meal is a served meal or a buffet.
 - i. Buffet:
 1. A buffet is a less practical and effective way to teach dining etiquette.
 2. Discourage it if possible. If it is a buffet, plan on withholding any remarks until after everyone has gotten their food and begun eating.
 - ii. Served meal. Try to arrange to have 4 courses:
 1. Soup—Optional: Especially for younger audiences like new hires, who tend not to enjoy soup.
 2. Salad—Optional: If the seminar starts with a meal, have the salad set at tables. Make your opening remarks; then talk about the salad course and then go on to soup, main course, and dessert.
 3. Main Course
 4. Dessert
 5. An optional appetizer course can take the place of soup and is nice but not at all necessary and may be too much especially if the meal is a lunch.
 - c. Plan on speaking before each course for about five to eight minutes about the food and issues around getting the food from the plate to the mouth. Alternatively, speak before the soup course and teach both the soup and salad slides. Don't present between the soup and salad courses. Then teach both the main course and dessert slide before the main course. Then wait until after the dessert to continue.
 - d. Arrange to have a projector at the meal if it is in a different room from the seminar. Projecting the information is a great way to keep the focus of the audience while you are talking.
 - e. Be prepared for questions throughout the meal.
2. TIP: Have the organizers provide a knife, a fork, a spoon, a soup spoon and a plate for you to demonstrate how to hold a fork and knife correctly, how to position your utensils on the plate during and after the meal, and to demonstrate how to eat soup.

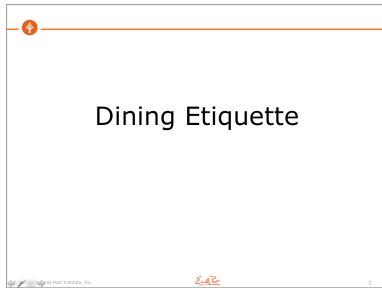


Image 1

SLIDE 1: DINING ETIQUETTE

1. IMAGE 1: Title slide.
 - a. For some reason table manners have taken on a heightened importance that is greater than other types of manners.
 - b. People seem to notice mistakes at the table much more critically than they do mistakes in other situations.
 - c. Inevitably you will find yourself in a situation where you simply don't know what to do.
 - i. When all else fails, watch what other people do, especially your host.
 - ii. That only can go so far.
 - iii. OPTIONAL STORY EMILY POST LOVED TO TELL:
 - d. A young woman brought up in very modest means met, fell in love with and was asked to marry a gentleman of the highest society. The groom's mother wanted to throw a very formal affair for the newly engaged couple. People's tongues wagged in anticipation of the mistakes and embarrassment that were sure to befall the young woman.

On the night of the meal she vowed to wow them. She had learned all she could. And she knew to follow the advice to watch what others did. The meal progressed without incident until a bowl of water was placed in front of each guest. Nobody at the table did anything. She knew the test was on. Not knowing what else to do, she used her spoon to take a sip of the water. You could practically hear the gasps and tut-tutting around the table, and then the guests looked to the future mother-in-law to watch her reaction. They were sure the gaffe would ruin the young woman. To their astonishment, the mother-in-law smiled, reached for her spoon and took a sip of the water herself.

The bowl of water was a finger bowl, which is used to gently clean the fingers after a course.
 - e. With that story in mind, let's turn to what really matters about table manners.
 - f. Remember, it really doesn't matter which fork you use, what matters is that you use a fork.
2. TEACHING POINT: This story is a good example of people who use etiquette as a weapon or as a means to exclude or demean others.

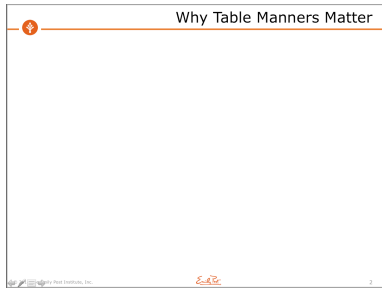


Image 1

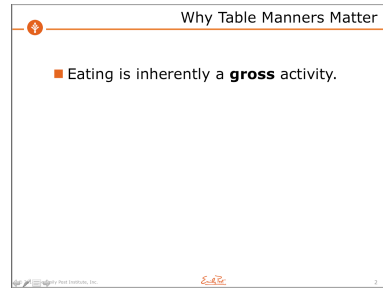


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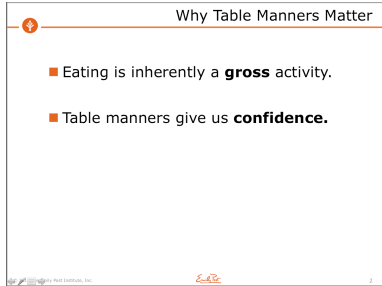


Image 3

SLIDE 2: WHY TABLE MANNERS MATTER

1. IMAGE 1: Slide header.
 - a. Think about it:
 - i. Why do table manners really matter?
 - ii. What is the real reason they exist?
2. IMAGE 2: Gross.
 - a. The fact is that eating is inherently a gross activity.
 - i. We somehow take a fork and knife and attempt to cut up food that is on a plate.
 - ii. Then we try to balance that food on the fork (or a spoon) or chopsticks and lift it to our mouths without spilling it or making a mess.
 - iii. Then after we get it off the utensil, we chew it up and mash it into a ball of pulp that we swallow.
 - iv. Then we repeat that process over and over again.
 - v. We try to do this while, at the same time, having a conversation with our partner.
 - b. Table manners, all those little things we do, are rooted in an attempt to limit the grossness of the process of eating. That's it.
 - c. Anytime you are wondering what to do, ask yourself, "If I were watching myself, would I be grossed out?"
3. IMAGE 3: Confidence.
 - a. Of course, if you know the manners, if you know what to do, then instead of worrying if your choices might be viewed as less than desirable, you can confidently go ahead and eat while you engage in and enjoy a conversation with the other people at the table.
 - b. Remember, people like to do business with people who are confident. Knowing table manners makes you a more confident and therefore more successful person.

continued

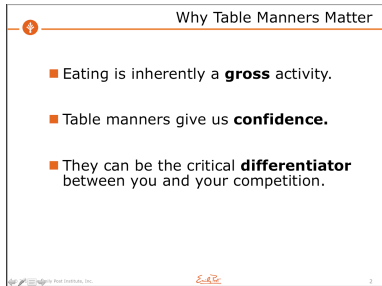


Image 4

SLIDE 2: WHY TABLE MANNERS MATTER continued

4. IMAGE 4: Differentiate.

a. HR story about Ray Kroc, founder of McDonald's

- Apparently Ray took two job candidates out to lunch. When the soup was served, one of them asked for the salt and pepper, then salted and peppered his soup. Ray noticed the other one tasted his soup and then asked for the salt and pepper.

ASK: Who got the job?

ANSWER: The one who tasted the soup first. He was the one who, Ray concluded, will consider the evidence before acting, rather than acting impulsively and then regretting it later on.

- One seminar participant objected vehemently to having Ray's choice boil down to which candidate salted his soup without tasting it first.
 - Etiquette makes a difference.
 - People get in the door because of their job skills, but very often the choice of who gets the job boils down to who does a better job of connecting with the interviewer and who convinces the interviewer that he/she will be the best representative of the company. These criteria are based on subjective people skills, not job skills.
 - When all else is equal (and the fact is if you are in the running for a job or promotion, you've already convinced them you have the job skills necessary to do the work), the deciding factor will focus on your personal skills.

- One place where personal skills (etiquette skills) can easily be observed is at a meal. Companies want to see how you will present yourself to clients and prospects and how well you will represent the company. Your skills have the ability to differentiate you from the competition.

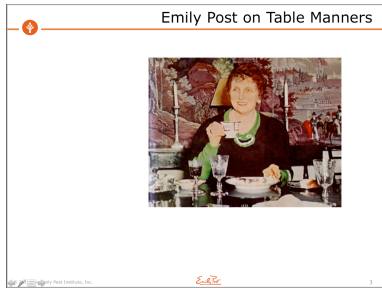


Image 1



Image 2

SLIDE 3: EMILY POST ON TABLE MANNERS

1. IMAGE 1: Slide header.
 - a. Emily Post had a unique take on table manners. I think you'll be surprised and impressed by what she had to say and what it shows was really important to her.
2. IMAGE 2: Quote.
 - a. It sums up what is important and how to think about table manners in three succinct phrases.



Image 1

SLIDE 4: THE PLACE SETTING

1. IMAGE 1: Title slide.



Image 1

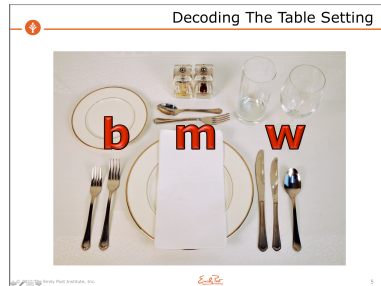


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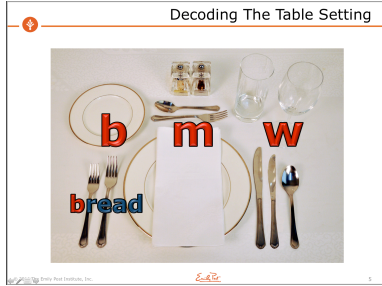


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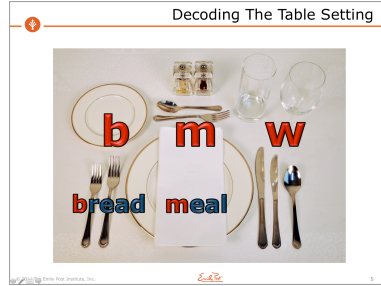


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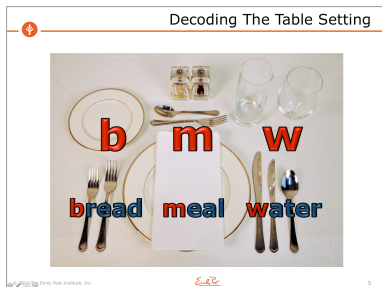


Image 5

SLIDE 5: HOW TO DECODE A PLACE SETTING

1. IMAGE 1: Informal place setting.
 - a. A typical business meal.
 - b. ASK: How do you know which bread plate and which glasses are yours, especially at a crowded table?
2. IMAGE 2: Two ways to remember. First: the initials BMW. That's easy to remember. Here's how it works:
3. IMAGE 3: "B" is for bread. That's on the left side of the place setting, and it's the left-hand letter in the initials BMW.
4. IMAGE 4: "M" is for meal, your dinner plate. It's the middle letter of the initials BMW.
5. IMAGE 5: "W" is for water (or Wine), and it's the right-hand initial of the letters in BMW.



Image 1

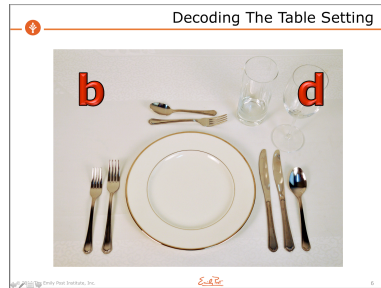


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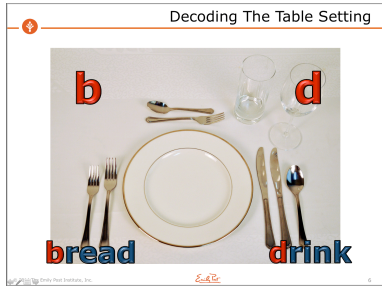


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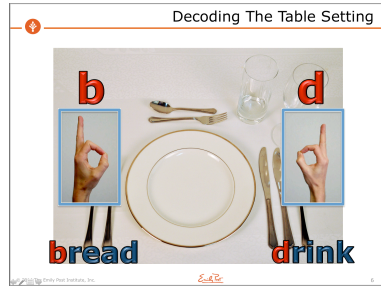


Image 4

SLIDE 6: DECODING A PLACE SETTING

1. IMAGE 1: Informal place setting.
2. IMAGE 2: ASK participants to notice that the “b” is on the left side of the place setting and the “d” is on the right side.
3. IMAGE 3: Explain what the “b” and the “d” represent.
 - a. In the place setting, the “b” tells you the bread plate is on the left.
 - b. In the place setting, the “d” tells you the drinks are on the right side.
4. IMAGE 4: ASK the participants to use their left hands to mimic the photo:
 - a. Hold your left hand in front of you with the palm facing to the right so your thumb is the closest finger to your face.
 - b. Keep your fingers pointing up while you make a circle with the tip of your thumb just touching the tip of your forefinger.
 - c. NOTICE: the left hand looks like a small letter “b”.
5. IMAGE 4: ASK the participants to use their right hands to mimic the photo:
 - a. Hold your right hand in front of you with the palm facing to the left so your thumb is the closest finger to your face.
 - b. Keep your fingers pointing up while you make a circle with the tip of your thumb just touching the tip of your forefinger.
 - c. NOTICE: the right hand looks like a small letter “d”.
6. TIP: Any time a person isn't sure they can hold their hands below the table top and position their hands as in the pictures.
 - a. The left hand, which looks like a “b”, will indicate the bread plate is on the left side of the place setting.
 - b. The right hand, which looks like a “d”, will indicate the drink(s) glass(es) is on the right side of the place setting.



Image 1



Image 2



Image 3



Image 4



Image 5

SLIDE 7: USING “FOrKS” TO SET THE PLACE SETTING

1. IMAGE 1: How do you know where to set the utensils when setting a table?
 - a. This place setting represents a typical four course business meal:
 - i. Soup
 - ii. Salad
 - iii. Main course
 - iv. Dessert
 - b. IMAGE 2: Think of the word “FOrKS” when setting your table.
2. IMAGE: “F.”
 - a. The first letter in the word “FOrKS.”
 - b. It is on the left side of the word. It stands for forks, which are set to the left side of the place setting.
3. IMAGE 3: “O”.

 - a. The second letter in the word “FOrKS.”
 - b. “O” represents the plate, which is right next to and to the right of the forks.

4. IMAGE 4: “rK.”
 - a. The “r” means items to the “right” of the plate.
 - b. The “K” stands for “Knives” and which are to the right of the plate just as the “rK” is to the right of the “O” in forks.
5. IMAGE 5: “S.”
 - a. The final letter in the word “FOrKS” is “S,” and it represents the spoon(s) in the place setting.
 - b. Just as the “S” is the letter farthest to the right in the word “FOrKS,” the spoon(s) are the utensils set farthest to the right in the place setting.



Image 1



Image 2

SLIDE 8: INFORMAL PLACE SETTING

1. IMAGE 1: Informal place setting.
 - a. This place setting represents a typical four course business meal:
 - i. Soup
 - ii. Salad
 - iii. Main course
 - iv. Dessert
 - b. The napkin has been removed from the place setting and placed in the diner's lap.
2. IMAGE 2: Utensils are set so the first course utensil is on the outside of the place setting.
 - a. The soup spoon is on the outside. It represents the first course.
 - b. Even though the salad fork on the left side is the outside utensil there, salad can't be the first course because the soup spoon is outside the salad knife.



Image 1



Image 2

SLIDE 9: INFORMAL PLACE SETTING

1. IMAGE 1: Informal place setting. Salad course.
 - a. Once the napkin has been placed in the lap and the soup has been served, eaten and cleared, the place setting looks like this image.
2. IMAGE 2: Salad utensils.
 - a. The salad fork and knife are now both on the outside of the place setting.
 - b. You know they are salad fork and knife because they are smaller than the fork and knife next to them that are the main course fork and knife.



Image 1



Image 2

SLIDE 10: INFORMAL PLACE SETTING

1. IMAGE 1: Informal place setting. Main course.
 - a. Once the salad has been eaten and the utensils and plate cleared, this is what the place setting looks like next.
 - b. The setting indicates the main course is the next course.
2. IMAGE 2: Main course utensils.
 - a. The main course fork and knife are the next utensils ready to be used.



Image 1



Image 2

SLIDE 11: INFORMAL PLACE SETTING

1. IMAGE 1: Informal place setting. Dessert course.
 - a. Once the main course has been completed, the utensils and plate are removed. Salt and pepper servers should also be removed.
 - b. The bread plate and knife have also been removed from the place setting.
2. IMAGE 2: The dessert fork and spoon.
 - a. The spoon and fork, which were above the dinner plate, are now slid into place on the left (fork) and right (spoon) sides of the place setting.



Image 1



Image 2



Image 3

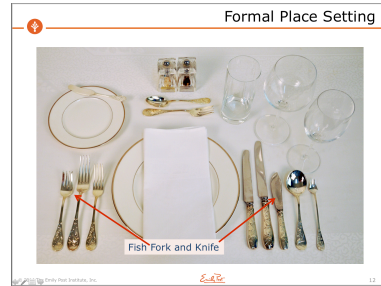


Image 4



Image 5



Image 6

SLIDE 12: FORMAL PLACE SETTING

1. IMAGE 1: Formal place setting.
 - a. Participants may be asked to a formal dinner with six or more courses.
 - b. The place setting may look like this.
 - c. Bread plate and knife to the upper left.
 - d. Drinks to the upper right.
 - e. Forks to the left of the place setting.
 - f. Knives, spoons, and oyster fork (the only fork set to the right) on the right side of the place setting.
 - g. A large plate, called a charger plate, is set and used for other courses' plates and bowls to be set on.
 - h. Here's how the meal unfolds:
2. IMAGE 2: Oyster fork for shrimp or oysters or clams on the half shell.
3. IMAGE 3: Once the oyster fork is removed the soup spoon indicates soup is the next course.
4. IMAGE 4: Once the oyster course and soup courses are removed, the next course is a fish course.
 - a. The small fork with a wide tine and the fish knife are designed to be used to gently pull the fish off the bones, not to be used to cut the fish like a piece of red meat.
5. IMAGE 5: Once the oyster, soup, and fish courses are finished and removed, the large fork and knife indicate a main course of meat—beef, pork, lamb or chicken—is next.
 - a. If the smaller fork and knife were outside the larger fork and knife, then the salad course would be next.
 - b. As set here, the main course is next.
6. IMAGE 6: Once the oyster, soup, fish, and main courses have been cleared, the salad course is next.
 - a. Note that no dessert fork or spoon is set.
 - i. At a formal dinner or a dinner party at a person's home, dessert utensils are brought out with the dessert.
 - ii. There's an old custom of not setting more than 3 forks on the table, so the dessert fork as the fourth fork is brought out with the dessert.
7. TALKING POINT: An alternative to setting all the utensils before the meal is to bring utensils for each course just before the course is served. This, for instance, is often done in Europe.

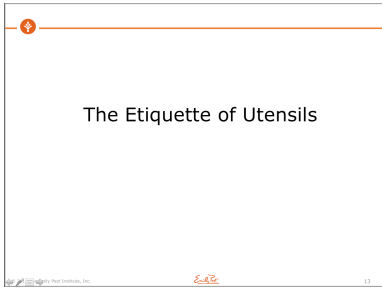


Image 1

SLIDE 13: THE ETIQUETTE OF UTENSILS

1. IMAGE 1: Title slide.

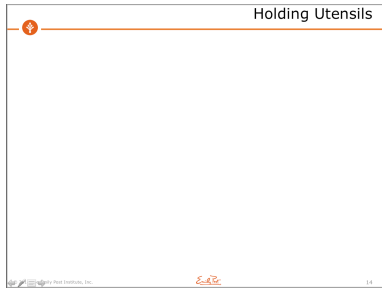


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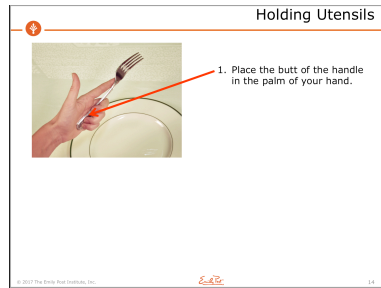


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Image 3

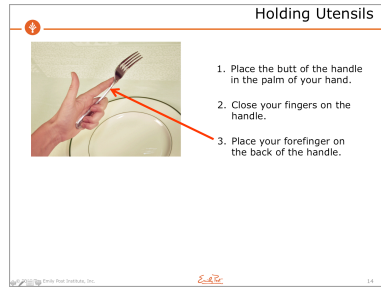


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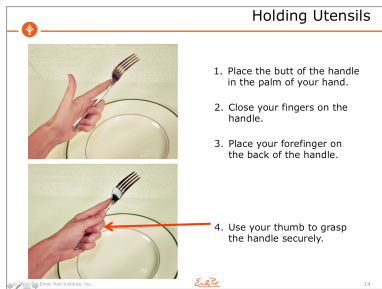


Image 5

SLIDE 14: HOLDING YOUR UTENSILS

1. IMAGE 1: Slide header.
 - a. The correct way to hold the fork and knife when cutting food.
2. IMAGE 2: Holding the fork.
 - a. Place the butt of the fork in the palm of your non-dominant hand with the tines facing down.
3. IMAGE 3: Holding the fork.
 - a. Close your fingers on the handle.
4. IMAGE 4: Holding the fork.
 - a. Place your forefinger on the back of the handle.
5. IMAGE 5: Holding the fork.
 - a. Use your thumb to grasp the handle securely.

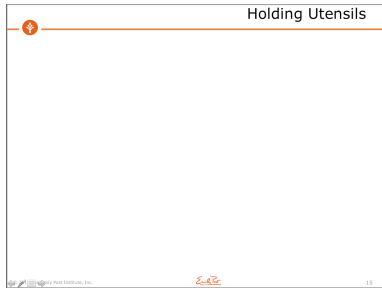


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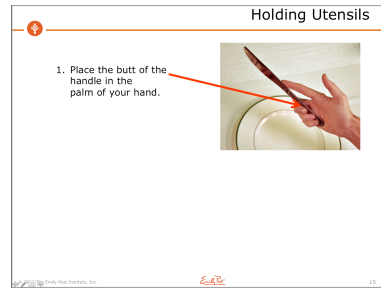


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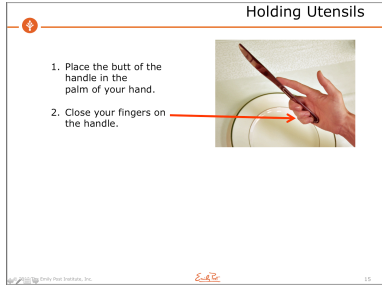


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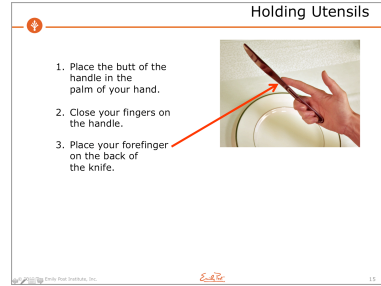


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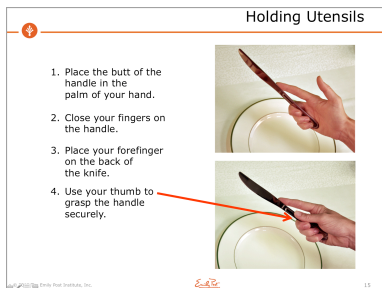


Image 5

SLIDE 15: HOLDING YOUR UTENSILS

6. IMAGE 1: Slide header.
 - a. The correct way to hold the fork when cutting food.
7. IMAGE 2: Holding the knife.
 - a. Place the butt of the knife in the palm of your dominant hand with the blade facing down.
8. IMAGE 3: Holding the knife.
 - a. Close your fingers on the handle.
9. IMAGE 4: Holding the knife.
 - a. Place your forefinger on the back of the knife.
10. IMAGE 5: Holding the knife.
 - a. Use your thumb to grasp the handle securely.

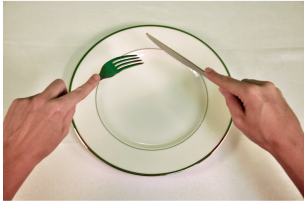


Image 1

SLIDE 16: HOLDING YOUR UTENSILS

1. IMAGE 1: Here's an image of how it should look when you are holding your fork and knife correctly as you cut food.
 - a. This position gives you control of your cutting.
 - b. Holding the fork in a death grip in your fist is much more awkward and calls attention to how you are eating. Remember the goal is NOT to call attention to how you are eating.



Image 1

SLIDE 17: USING THE FORK TO SCOOP FOOD

1. IMAGE12: Holding the fork when not cutting with the knife. Watch the VIDEO.
 - a. People often ask how you should hold the fork when you aren't cutting food.
 - b. Here's the proper method.
 - c. Holding it this way makes it easy to balance food on the fork and get the food to your mouth without spilling it on your plate, the table or, perhaps worst of all, in your lap.

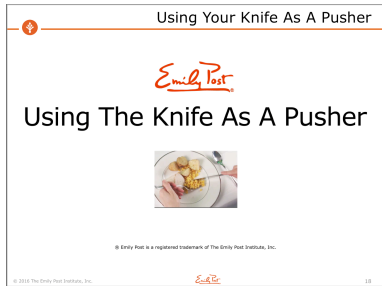


Image 1

SLIDE 18: USING YOUR KNIFE AS A PUSHER

1. IMAGE 1: Watch the VIDEO.
 - a. It is OK to use the knife as a pusher.

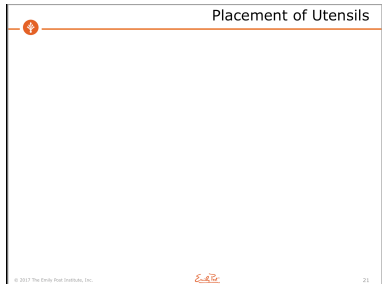


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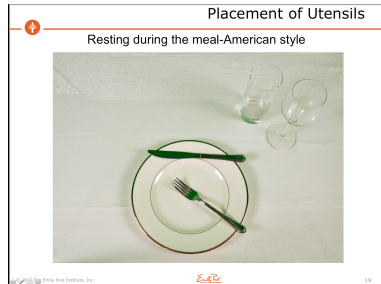


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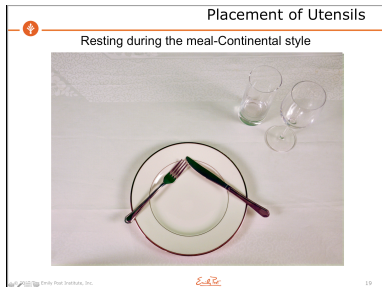


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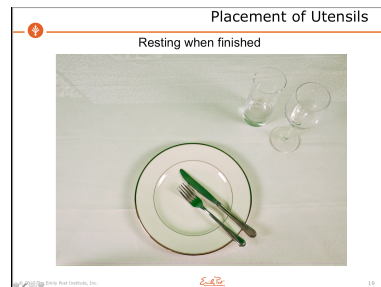


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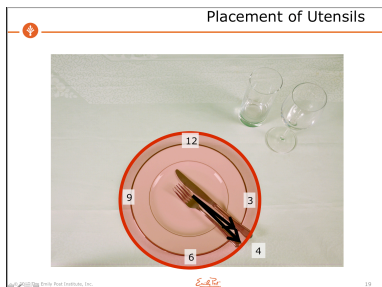


Image 5

SLIDE 19: PLACEMENT OF UTENSILS

1. IMAGE 1: Slide header.
2. IMAGE 2: Images 2 and 3 show utensils placed on plate while still eating.
 - a. Place the utensils at the top of the plate on the edge of the plate as shown. Waitperson will know you are still eating.
 - b. Photo of placement of utensils after the meal using the American style of cutting food. EXPLAIN that the knife is placed on the edge of the plate after cutting and the fork is switched to the hand that was doing the cutting and then placed on the plate. EXPLAIN that if the person is left handed the knife would be facing in the opposite direction, as would the fork.
3. IMAGE 3: Photo of placement of utensils after the meal using the Continental style of cutting food. EXPLAIN that the utensils are put down on the plate with the ends near the top of the plate and the utensils are placed near the edge of the plate. EXPLAIN that if the person was left handed, the fork and knife would be reversed.
4. IMAGE 4: The position of the utensils when a person is finished eating.
5. IMAGE 5: Think of your plate as a clock face.
 - a. Position the handles of your utensils to point at the four position with the tip of the fork and knife over the center of the plate.
 - b. It does NOT matter whether the knife blade faces the fork or not, whether the tines of the fork are up or down, or whether the fork is to the left or right of the knife. The position on the plate is what matters.
 - c. If you place the utensils at the four o'clock position, the waitperson will know that you have finished, and they can remove your plate.
6. TIP: If wait staff begin removing plates before everyone is finished eating, if you are the host, ask them to stop. It is uncomfortable for a person to continue eating while everyone else's plates have been removed.
7. TIP: During a meal, once you've used a utensil, place it on the edge of the plate. Do not put it back down on the table. Your used utensil will stain the linen, pick up germs, or leave a mess on a bare table.
8. TIP: One reason for pointing at the four position for placement of the utensils when finished eating is so the waitperson can easily pick up the plate. Wait staff serves food from the left side of the diner and takes food away from the right side of the diner.
 - a. Serving from the left makes sense because the diner can reach for the food or a serving utensil with his/her right hand. Since the population is predominantly right-handed, serving from the left side of the diner makes sense.
 - b. Taking the plate away from the diner's right side also makes sense because the waitperson can easily reach in with his/her right hand and with the utensils at the four position, he/she can easily grab the plate and keep the utensils from sliding off the plate.

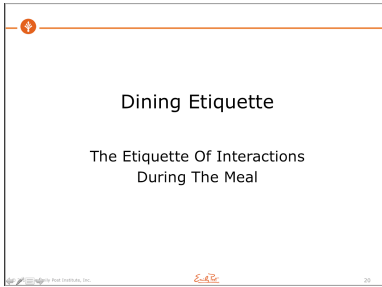


Image 1

SLIDE 20: DINING ETIQUETTE

IMAGE 1: Title slide.



Image 1

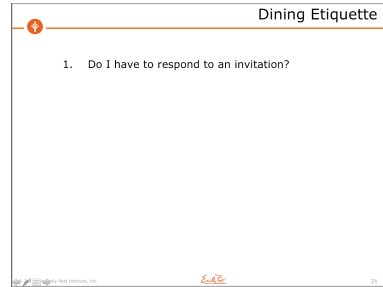


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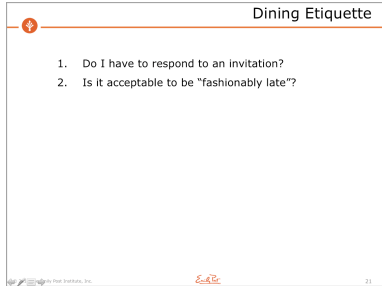


Image 3

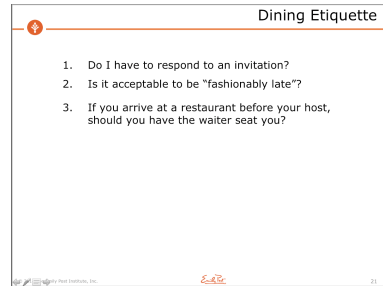


Image 4

SLIDE 21: DINING ETIQUETTE QUESTIONS 1-6

1. IMAGE 1: Slide header. Introductory slide.
2. IMAGE 2: QUESTION 1 Answering invitations. Always RSVP.
 - a. The most frustrating thing company event planners face is getting invitees to respond to invitations.
 - b. Answering immediately is the courteous thing to do.
 - c. If you don't know if you can attend, at least answer to let the inviter know when you will respond. This way the inviter at least knows you received the invitation and will respond by a certain time. Be sure to follow up by the time you promised.
3. IMAGE 3: QUESTION 2 Fashionably late.
 - a. FALSE. Not a business meal.
 - b. Being late is a mark of disrespect and it simply shows you are disorganized.
 - i. EPI knows of a company that lost a \$5 million contract because the sales team was five minutes late for a lunch. Later they were told that if they couldn't bother to be on time, then how did the prospect know the company would take proper care with the work that was being bid on?
 - c. If you are going to be late—stuck in traffic—this is a perfect time to use your cell phone. Call and explain the circumstances, estimate when you can get there, and ask if that will be acceptable or if the host would prefer to reschedule for another time.
4. IMAGE 4: QUESTION 3 If a guest arrives first, should he/she let the waitperson seat him or her?
 - a. FALSE. Guests should wait a few minutes for the host to arrive.
 - b. The host should never be late, but if he/she is late, he should call the restaurant and ask that the guests be seated.

continued

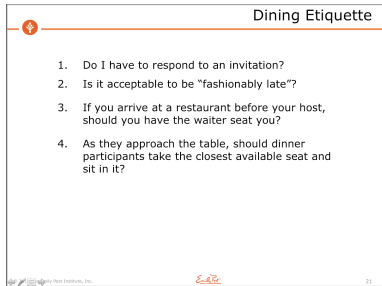


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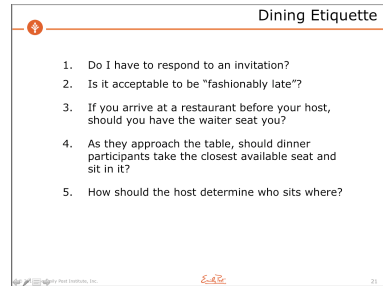


Image 6

SLIDE 21: DINING ETIQUETTE QUESTIONS 1-6 continued

5. IMAGE 5: QUESTION 4 Should dinner participants take the closest chair and sit in it?
 - a. FALSE. Guests should wait for the host to indicate where they should sit.
 - b. The host should know in advance where people will be seated.
6. IMAGE 6: QUESTION 5 Who sits where?
 - a. The host should indicate where guests should sit.
 - b. The following slide shows a simple seating plan.

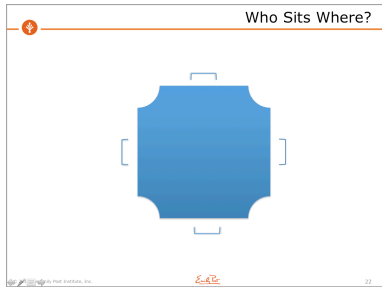


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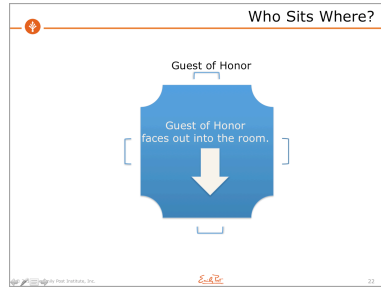


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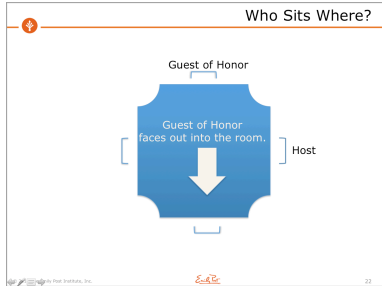


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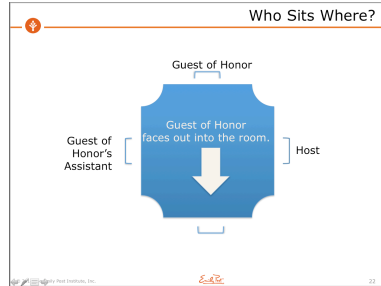


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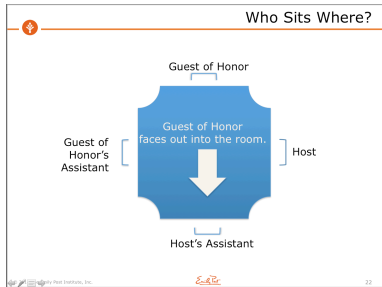


Image 5

SLIDE 22: WHO SITS WHERE?

1. IMAGE 1: Seating chart for a simple four-person dinner consisting of a host, a guest of honor, the guest of honor's assistant, and the host's assistant.
2. IMAGE 2: Start with the guest.
 - a. The guest should sit in the place of honor. Usually that is a seat facing out into the room, and it's a seat that won't have wait staff or patrons walking right behind the guest.
3. IMAGE 3: A guest of honor, the most important guest, traditionally sits to the right of the host. Therefore, the host sits just to the left of the guest.
4. IMAGE 4: The guest of honor's assistant should sit to the guest of honor's right so he/she is next to the guest of honor.
5. IMAGE 5: The host's assistant sits to the left of the host so he/she is next to the host.

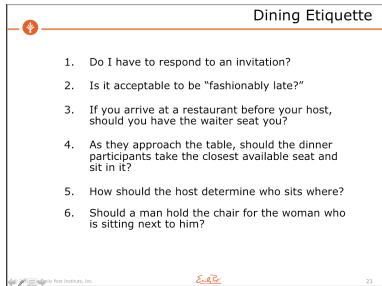


Image 1

SLIDE 23: DINING ETIQUETTE QUESTIONS 1-6 continued

1. IMAGE 1: QUESTION 6 Should a man hold a chair for a woman?
 - a. FALSE: The man should not assume a woman wants her chair held. He may discover that she wants no part of that tradition, especially in a business setting.
 - b. Unfortunately, men also can't simply assume that a woman does NOT want the chair held either.
 - c. In essence, he's damned if he does and damned if he doesn't.
 - d. Fortunately, there's an easy way out:
 - i. As they approach the table, he asks the woman, "Would you like me to get the chair for you?" Not, "Let me get the chair for you" which is a statement rather than a question.
 - ii. By asking the question, he alleviates any uncertainty.
 - iii. She can either say, "Why, yes, thank you," or "No, thank you." Either way, instead of having an uncomfortable fumbling situation at the table, they smoothly navigate seating and can focus instead on the conversation they are having.
2. TEACHING POINT:
 - a. This approach of asking rather than just doing or not doing works in business and social situations.
 - b. It works with chairs, coats, and doors.
 - c. The key is to communicate in order to avoid confusion.



Image 1

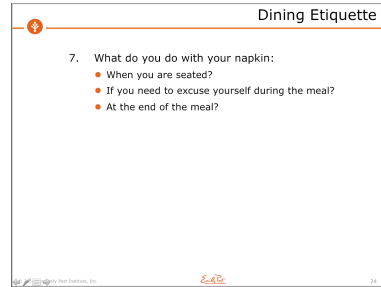


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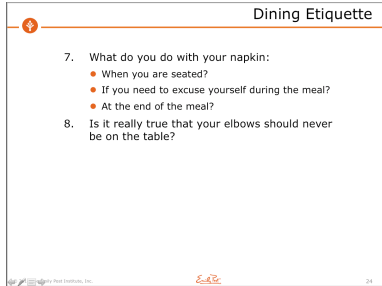


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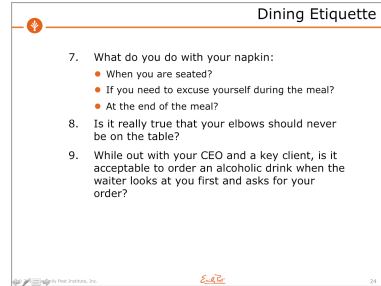


Image 4

SLIDE 24: DINING ETIQUETTE QUESTIONS 7-11

1. IMAGE 1: Slide header.
2. IMAGE 2: QUESTION 7 What do you do with your napkin?
 - a. Place it in your lap immediately. You do not have to wait for the host to put his in his lap first.
 - b. When getting up from the table during the meal:
 - i. Neatly fold the napkin so no stains show on it.
 - ii. Then place it to the left side of your place setting.
 - c. When leaving the table at the end of the meal:
 - i. Neatly fold the napkin so no stains show on it.
 - ii. Then place it to the left side of your place setting.
1. IMAGE 3: QUESTION 8 Are elbows on the table okay?
 - a. FALSE. In between courses it is fine to put your elbows on the table and lean forward. That body language tells the other person you are an interested listener and conversationalist.
 - b. Even in the original 1922 *Etiquette*, Emily Post indicated that between courses, resting the elbows on the table while leaning forward was an attractive way to sit and pay attention to the person with you.
 - c. Why are elbows on the table a problem?
 - i. If you put your elbows on the table and then try cutting food or eating, it is very difficult. It's simply not practical.
 - ii. The only way to eat with an elbow on the table is to sit with your non-eating elbow resting on the table and your arm lying on the table in front of you. Then by leaning forward you can shovel the food into your mouth with the other hand. That action and posture is pretty coarse and does not limit grossness.
3. IMAGE 4: QUESTION 9 Is it okay to order an alcoholic drink if you order first?
 - a. FALSE. If you're not the host or the guest of honor you don't want to be the first to order a drink.
 - i. Imagine if you order a martini or glass of wine and then no one else orders an alcoholic beverage. How are you going to feel being the only person having alcohol? *continued*

- b. Two options:
 - i. Order a non-alcoholic drink. You can always change your order if others order a drink.
 - ii. Defer the question by telling the waitperson you're not sure yet and ask him to come back to you after the others have ordered.
- c. A Sam Adams commercial illustrates this issue perfectly. Four men—a boss, a client, and two junior people—are sitting down at a table at a restaurant. The waiter asks one of the junior people and then the other what they want to drink and they both order non-alcoholic drinks. The client then says that he thinks a Sam Adams would be a great idea. The boss agrees and orders one as well. The two junior people are crestfallen that they have missed the opportunity. Fade to black.
- d. Of course, the two junior people did the right thing. But they could have recovered by asking to change their orders after hearing what the boss and client ordered.



Image 1

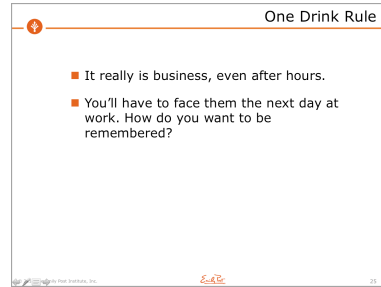


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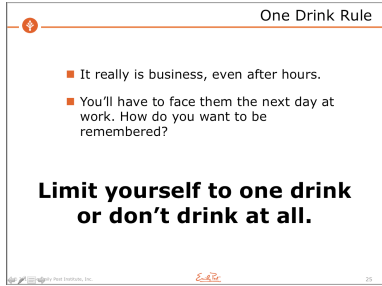


Image 3

SLIDE 25: THE ONE DRINK RULE

1. NOTE: This slide also appears in MODULE 7.
2. IMAGE 1: Slide header.
3. IMAGE 2: ASK: What is the problem with having two, three, or more drinks while at a business social event or meal?
 - a. Just because a person is out of the office doesn't mean that he/she stops representing the company. Their actions reflect not only on their image but also the image of the company.
 - b. Alcohol is insidious. Its effects are apparent to others before you realize it is affecting you.
 - i. Because it can affect your actions, appearance, and words, you may find you have caused embarrassment or worse, which will require apologizing for your behavior.
 - ii. In business you never should put yourself in a position in which you have to apologize for your behavior. More than one drink can put you in that position. The fact that it can is enough to dictate that you should avoid getting into the situation in the first place.
 - iii. That's the reason for the One Drink Rule.
4. IMAGE 3: The One Drink Rule.
 - a. Simple Rule #1: If you are going to drink at a business social event, limit yourself to one drink. Set your limit before you start drinking.
 - b. Simple Rule # 2: At business social events of any kind, it is not necessary to drink at all.
 - c. You never want to put yourself in a position where, as a result of drinking too much, you find yourself apologizing the next day for actions of the night before.

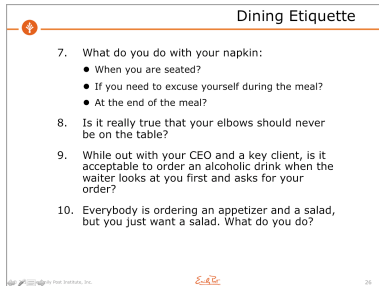


Image 1

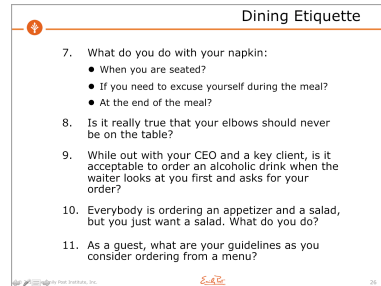


Image 2

SLIDE 26: DINING ETIQUETTE QUESTIONS 7-11 continued

1. IMAGE 1: QUESTION 10 When placing your order, balancing what you would like to order with ordering similar courses and food as the rest of the group can be a problem.
 - a. For appetizers, soups, and salad you can choose to forgo these even if others are ordering them.
 - b. Be careful of being the only person at the table to order a starter course. You don't want to be the only person eating food while everyone else watches you and waits for the main course.
 - c. Eating only a salad while others are ordering main courses also can put you in an uncomfortable position.
 - i. Either order a small plate meal or
 - ii. Order a second appetizer as your main course.
 - d. Dessert is optional.
 - i. You don't need to order dessert even if others do.
 - ii. Don't be the only person to order dessert.
2. IMAGE 2: QUESTION 11 Three guidelines for guests when ordering:
 - a. Focus on mid-priced items. Not the most expensive thing on the menu.
 - b. Choose something that's easy to eat.
 - i. Avoid spaghetti or linguini-type meals.
 - ii. Avoid items with lots of bones or with bones you may want to pick up. (Ribs are great but they can be very messy. And, yes, you can pick up a rib to eat it. Just don't pick up the whole rack and start gnawing on it. Cut the bones into individual pieces first.)
 - iii. Avoid items that are difficult to eat like lobster, unless you are at a lobster house and everyone is ordering it. Then go for it! You want your focus to be on the conversation and the host.
 - c. Choose something that you know what it is. Avoid ordering something you've never tried before. If you don't like it, you may feel awkward not eating it and having a plate full of food go back to the kitchen.



Image 1

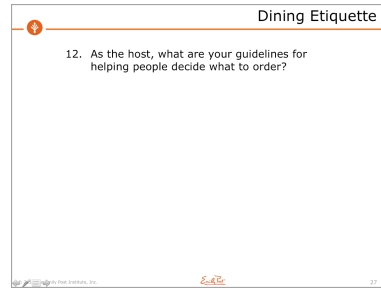


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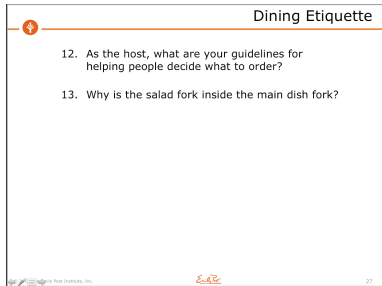


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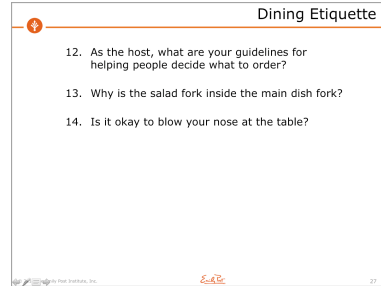


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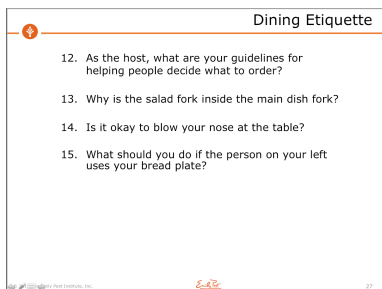


Image 5

SLIDE 27: DINING ETIQUETTE QUESTIONS 12-17

1. IMAGE 1: Slide header.
2. IMAGE 2: QUESTION 12 What should the host offer for advice when people are ordering?
 - a. Be familiar with the place you are taking guests and be ready to make recommendations.
 - b. Let them know you'll be ordering an appetizer and a main course. Or, if you're not ordering an appetizer, let them know but also give them permission to order one for themselves.
3. IMAGE 3: QUESTION 13 Why is the salad fork inside the main course fork?
 - a. The table is set with utensils arranged so the outermost utensil will be used with the current course. Once the course is finished, the utensil is removed with the plate or bowl.
 - b. If the salad is going to be served before the main course then the salad fork is set to the left of the main course fork (outside of the main course fork).
 - c. If the salad is going to be served after the main course then the salad fork is set to the right of the main course fork (inside the main course fork).
4. IMAGE 4: QUESTION 14 Is it okay to blow your nose at the table?
 - a. FALSE. That's gross.
 - i. First of all, if you're going to sneeze, sneeze into the crook of your elbow or get your hands up to cover your face or use your napkin to stop the spray. Avoid blowing your nose in your napkin.
 - ii. No one wants that spray blasting across the table and getting on their food and glasses.
 - b. To clean up, excuse yourself to the restroom.
 - i. No one is going to want to hear your honking blow.
 - c. When is it OK? If it's just a small delicate dabbing, that's OK. Anything more, excuse yourself to the restroom.
5. IMAGE 5: QUESTION 15 What should you do if someone uses something of yours?
 - a. Quietly, point out the problem and ask them to give you their item in turn.
 - b. EMILY POST STORY: Emily Post routinely made the mistake of using the wrong bread/butter plate. When a dining partner would point this out to her, she would quickly switch plates, apologize and then return to her conversation.

continued

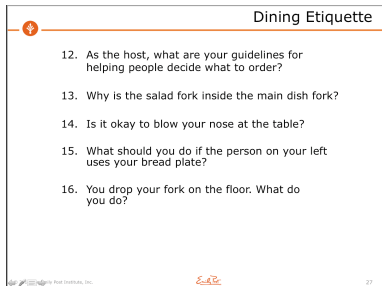


Image 6

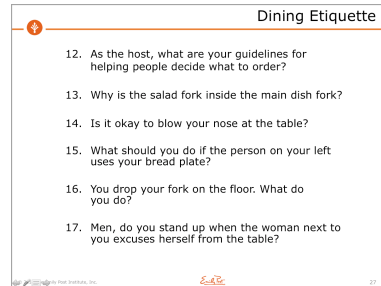


Image 7

SLIDE 27: DINING ETIQUETTE 12-17 continued

6. IMAGE 6: QUESTION 16 What should you do if you drop your fork on the floor?
 - a. The first temptation is to reach down and pick it up.
 - b. ASK: How many of you have seen the movie *The Princess Diaries*?
 - i. A young woman suddenly discovers she's the only daughter of a king.
 - ii. At a banquet she drops her fork and bends down to get it.
 - iii. As she bends down an elderly gentleman next to her gets up to leave the table and trips over her backside.
 - iv. The table is completely destroyed—all because she bent over to pick up the fork she dropped.
 - c. Best solution:
 - i. Leave it where it fell.
 - ii. Motion to a waitperson.
 - iii. Quietly explain that you dropped the fork and ask for a replacement.
7. IMAGE 7: QUESTION 17 Should a man stand up for a woman who is leaving the table?
 - a. In business situations, men should refrain from standing up when a woman gets up to leave the table.
 - b. In business situations don't do things differently for a woman than you would for a man.
 - i. If you wouldn't hold a chair for a man you shouldn't hold it for a woman.
 - ii. Same goes for standing when she leaves the table.
 - iii. Same for car doors.
 - iv. In this situation it is better for the man not to ask.
 - c. The exception comes when you know for absolute certain that the woman would appreciate the gesture. Then, by all means do it.



Image 1

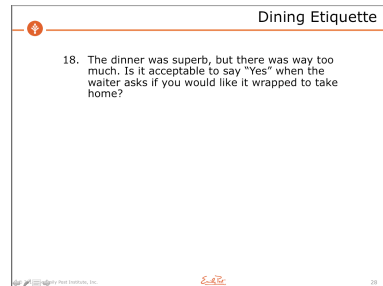


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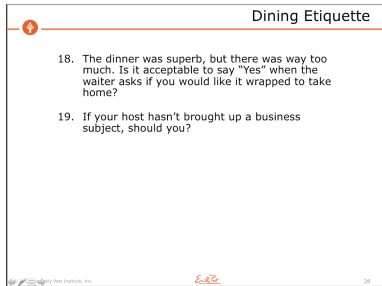


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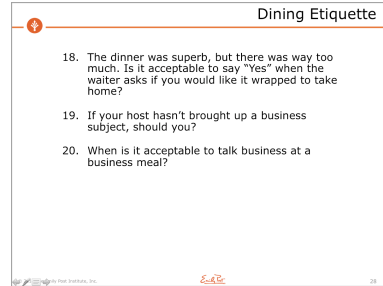


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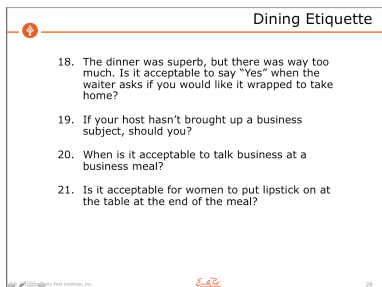


Image 5

SLIDE 28: DINING ETIQUETTE QUESTIONS 18-21

1. IMAGE 1: Slide header.
2. IMAGE 2: QUESTION 18 Is it okay to ask for a to-go bag at a business meal?
 - a. At a business event, do not ask for a to-go bag.
 - b. At a social dinner at a restaurant with friends, it is acceptable.
3. IMAGE 3: QUESTION 19 Host doesn't bring up business.
 - a. This is his event, dinner, or party so it is his prerogative to talk business or not.
 - b. There may be no ulterior motive not to talk business. He may simply want to spend some time getting to know you better.
4. IMAGE 4: QUESTION 20 When, as a host, is it acceptable to talk business?
 - a. At a breakfast or lunch, you should wait until after people have placed their meal order before talking business.
 - i. It's tough to concentrate on a business discussion while people are trying to make up their minds about what to eat or are talking to the waitperson.
 - b. At a business dinner, you should wait until people have finished eating their main course before talking business.
 - i. A business dinner is an opportunity not only to do business but also to cement a personal as well as business relationship. The time up until the end of the main course is a perfect opportunity to get to know your guest or your host and build a relationship.
 - c. The reason for the different points in time for talking business is that a business breakfast or lunch is a shorter meal, often only one course. A business dinner typically is a more relaxed, multi-course meal with time for small talk first, followed by a business conversation.
5. IMAGE 5: QUESTION 21 Is it okay to apply lipstick at the table?
 - a. In a business social situation, a woman should not put lipstick on at the table. A quick trip to the restroom before leaving is the best solution.
 - b. In a totally social situation it is acceptable for a woman to do a quick application of lipstick.
 - i. Anything more, such as a full facial makeover, should be done in the restroom.

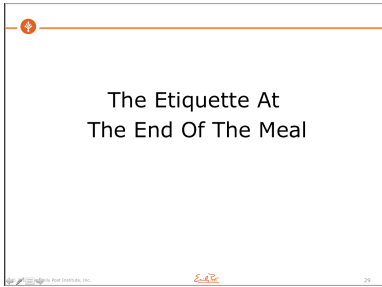


Image 1

SLIDE 29: THE ETIQUETTE AT THE END OF THE MEAL

1. IMAGE 1: Title slide.

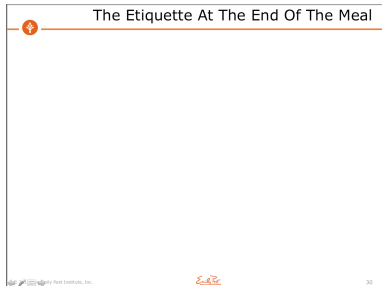


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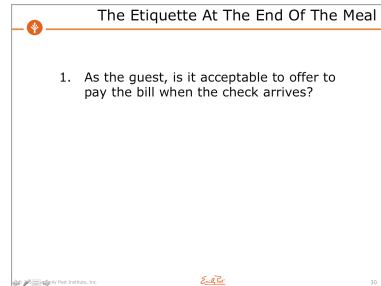


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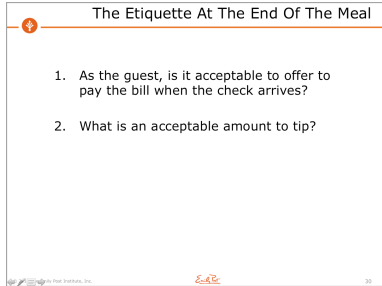


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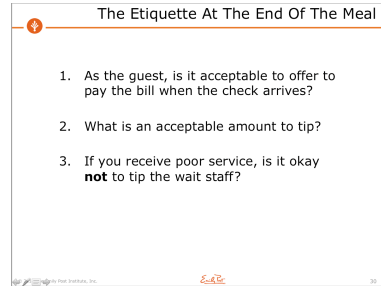


Image 4

SLIDE 30: THE ETIQUETTE AT THE END OF THE MEAL

1. IMAGE 1: Slide header.
2. IMAGE 2: QUESTION 1 Is it acceptable for a guest to offer to pay when the bill is presented?
 - a. No. The host—the person who does the asking—should do the paying.
 - i. A guest should not negotiate the paying of the bill when the check arrives.
 - ii. If you are asked out but want to be the person doing the paying, the time to negotiate is when the invitation is made.
 - iii. “Jack, thanks for calling and asking me to dinner. You know you’ve taken me the past couple of times. So I’d love to join you, but this time, it’s on me. OK?”
3. IMAGE 3: QUESTION 2 What is an acceptable amount to tip?
 - a. Traditionally, 15% was considered a reasonable tip.
 - b. Today, many people are leaving a 20% tip. It’s easier to figure out than a 15% tip.
 - c. TIP: Remember to figure the tip on the pre-tax amount. You should not tip on the tax.
 - d. IMAGE 4: QUESTION 3 Is it okay NOT to tip if you receive poor service?
 - i. No. Tips are part of the contract we agree to in going to restaurants.
 - ii. Many workers share the tip in a tip pool. Penalizing the others for one person’s failing is unfair.
 - iii. Not tipping doesn’t solve the problem.
 - e. If service has been poor, the best thing to do is talk to the manager.
 - i. Explain that the situation and the quality of service you received would discourage you from coming again.
 - ii. Let the manager deal with straightening out the problem with the wait staff or other person who was responsible for the poor service.
 - iii. It’s unlikely that the waitperson is going to complain to the manager that you didn’t leave a tip. Nothing would change by this action.
 - f. EPI heard a story of an individual who did not leave a tip. As he was walking down the street, the waiter came charging out of the restaurant, and yelled at him.

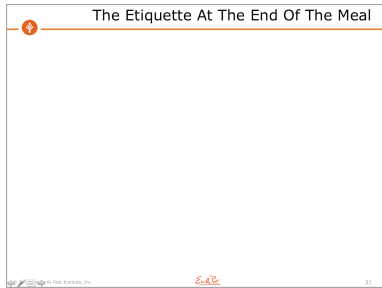


Image 1

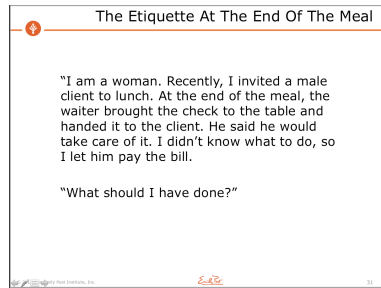


Image 2

SLIDE 31: THE ETIQUETTE AT THE END OF THE MEAL

1. IMAGE 1: Slide header.
 - a. This is a difficult problem, especially for women.
2. IMAGE 2: Who pays?
 - a. ASK: Have any of the women participants ever been faced with this situation?
 - b. If so, ASK: What did they do?
 - c. With a male and a female at the table, the waiter may easily assume the male is paying and give him the check.
 - d. Once the check has been given to the male and he has decided to pay, it is difficult to try to take it away from him.
 - i. If the situation has gotten to this point and she really wants to pay the bill, the woman can say, "Tom, please, I invited you out. I appreciate your offer, but today this meal is on me."
 - e. The best solution is to avoid the problem in the first place.
 - i. As you approach the table, inform the maitre d' or the waitperson that the bill is to be given to you.
 - ii. As the waitperson approaches your table with the check, turn to him and say, "Here, I'll take that please."
 - iii. If you know the restaurant and believe it is trustworthy, you can arrange to pay the bill ahead of time.
 1. Give your credit card to the manager or maitre d' as you arrive.
 2. Tell him to charge the meal plus a 20% gratuity and have the slip ready for you to sign as you get your coats and prepare to leave.
 - iv. A third option is to excuse yourself from the table at the end of the meal, find the waiter or maitre d' and have them prepare the bill and charge slip while you are in the restroom. When you come out, you sign the bill and are free to leave.
 - f. The beauty of the last two solutions is that they remove the issue of an interruption to your conversation as you add the tip and pay the bill. Instead, your focus can be on your guest without interruption.

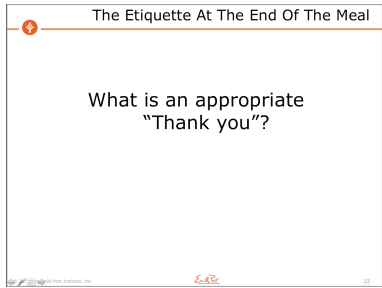


Image 1

SLIDE 32: THE ETIQUETTE AT THE END OF THE MEAL

1. IMAGE 1: READ the question.
2. SOLICIT responses to the question from participants.

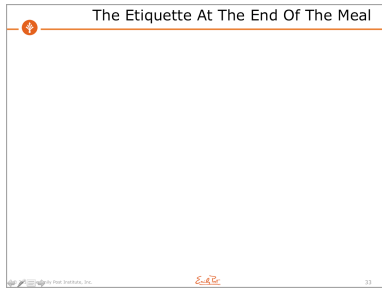


Image 1

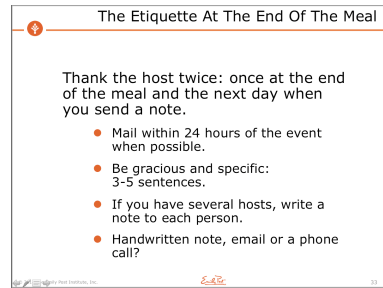


Image 2

SLIDE 33: THE FOLLOW-UP OR THANK-YOU NOTE

1. IMAGE 1: Slide header.
2. NOTE: A similar slide in MODULE 7 presents the Thank-you Note. If you teach that slide then delete this one or vice versa.
3. IMAGE 2: Just what form should the thank you take and what should be said?
 - a. Written, email or phone call:
 - i. If the invitation was written, the thank you should be written.
 - ii. If the invitation was emailed, the note may be emailed.
 - iii. If the invitation was extended over the phone, the thank you can be done by phone.
 - iv. While these options are what are acceptable to do, the best way to follow up with a thank you is to write a note and send it via USPS.
 - b. Problem with email:
 - i. An email note competes with many other emails received each day. Spam filters may prevent the email from ever arriving at the destination.
 - ii. It's a waste of time to write the thank you in order for it not to arrive.
 - iii. Even if it does arrive, once the recipient reads it, he/she deletes it and it's gone.
 - c. A handwritten note:
 - i. Has the look and feel of the personal appreciation, which the sender is trying to convey.
 - ii. It says to the recipient that he/she is important enough to deserve the personal attention required by a handwritten note.
 - iii. When it arrives it is most likely the only piece of mail the person receives that's not a bill or junk mail. It doesn't compete with many other pieces of mail.
 - iv. Once opened and read, typically it is not thrown in the trash right away. Rather it might sit on the desk or counter or table for several days. Every time it is seen, it is a reminder of you. It creates multiple instances of top-of-mind awareness in the recipient.
 - d. Determine whether to send an email or write a note by considering the culture of the business you are writing to.
 - i. Some businesses will appreciate a handwritten note.
 - ii. Other businesses prefer or even require an email communication. Cisco is an example. If you are not sure, do both. Send an email right away and then follow up with a written note.

continued

SLIDE 33: THE FOLLOW-UP OR THANK-YOU NOTE continued

- e. The 24-hour rule:
 - i. Make an effort to respond as quickly as possible. Within 24 hours is best, if possible.
 - ii. Otherwise, as soon as is practical.
- f. Short:
 - i. A note should be short.
 - ii. Three to five sentences maximum.
- g. Stick to the point:
 - i. It is not the time to make a sales pitch.
 - ii. It is a personal note to show your appreciation.

EXAMPLE:

Dear Nancy,

Thank you so much for taking me to lunch yesterday. Chez Pierre is a great restaurant, one of my favorites. I enjoyed having an opportunity to get to know you and to talk about the RFP. I'll get back to you by the end of the week with the answers.

Thank you again,

Peter

- h. More than one person:
 - i. If you are in a situation when several decision-makers are present, such as at an interview with three or four people, make sure to write each person a note.
 - ii. If your competitor writes notes to all the interviewees, then you are holding your own in comparison.
 - iii. If your competitor doesn't make the effort, then you stand out.

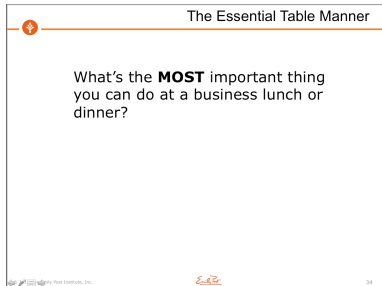


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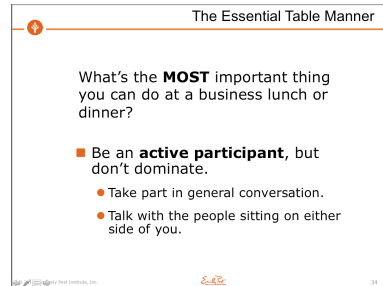


Image 2

SLIDE 34: THE ESSENTIAL TABLE MANNER

1. IMAGE 1: What is the most important thing you can do?
 - a. READ the question.
 - b. ASK the participants for their input.
2. IMAGE 2: REVEAL the answer.
 - a. A business meal is a great vehicle for helping build a relationship. To do that you must be an active participant.
 - i. Don't dominate the conversation or force your views, but do be engaged.
 - ii. Be sure not to ignore anyone.
 1. Participate in the general conversation.
 2. Be sure to spend a few minutes talking to your dinner partners.
 - b. ASK: What is your goal when attending a business meal or event?
 - i. The best impression you can make is one in which the decision-makers at the meal want to have you back again because you were a positive contributor to the event.
 - ii. If you are silent, boring, and uninteresting, you are not going to be at the table in the future.

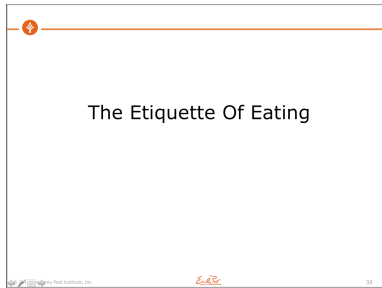


Image 1

SLIDE 35: THE ETIQUETTE OF EATING

1. IMAGE 1: Title slide.
2. INTRODUCE the topic of manners associated with the act of eating.

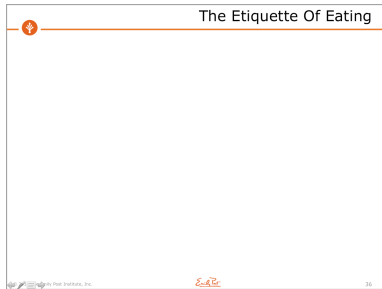


Image 1

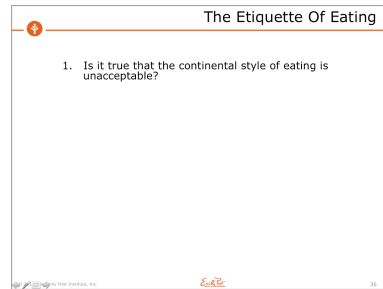


Image 2

SLIDE 36: THE ETIQUETTE OF EATING

1. IMAGE 1: Slide header.
2. IMAGE 2: QUESTION 1 Is continental style of eating unacceptable?
 - a. Some people choose to cut their meat with the fork in their left hand and then use the left hand to bring the food to their mouth immediately.
 - b. Other people put the knife down after cutting and switch the fork to the right hand and then bring the food to their mouth.
 - c. Let's look at how each method works.
 - d. ADVANCE to the next slide to answer the question.



Image 1

SLIDE 37: CONTINENTAL VERSUS AMERICAN STYLE

1. IMAGE 1: Continental vs. American Video. Time your comments to coincide with the video.
 - a. Continental style of eating:
 - i. Fork in the left hand, with tines down, and knife in the right hand.
 - ii. Cut a piece of meat by holding the meat with your fork and cutting with the knife.
 - iii. Raise the bite to your mouth with the fork in your left hand.
 - iv. Repeat the procedure with each bite.
 - b. American style:
 - v. Fork in the left hand, tines down, and knife in the right hand.
 - vi. Cut a piece of meat by holding the meat with your fork and cutting with the knife.
 - vii. Put your knife down on the edge of the plate.
 - viii. Switch the fork to your right hand, tines up.
 - ix. Lift the bite to your mouth.
 - x. Lower the fork and switch it back to your left hand, tines down, and pick up the knife in your right hand.
 - xi. Repeat the procedure with each bite.

continued

SLIDE 37: CONTINENTAL VERSUS AMERICAN STYLE continued

- c. The statement “Continental Style is unacceptable” is FALSE. Either way of eating is acceptable. Do whatever you need to do to get the food from the plate to your mouth without making a scene or grossing people out.
- d. Why do American-style eaters move the fork back and forth? Emily Post called it Zig-Zag eating:
 - xii. In nineteenth century Europe, the bourgeoisie used the “continental” style of eating. The aristocracy, to set themselves apart, developed the “zig-zag” style, which they considered more refined, mainly because the knife was used as little as possible. In the late nineteenth and early twentieth centuries, it became fashionable for wealthy Americans to travel abroad and hobnob with the aristocracy. One of the things they brought back from their travels was the “zig-zag” style of eating, which became the standard in upper crust American society.
 - xiii. If you’re right handed and try to eat with the fork in your left hand, you can be quite clumsy. (DEMONSTRATE how you could easily miss your mouth with the fork.)
- e. Either way works.
 - xiv. In fact, some left handed people will want to know if they can hold the fork in their right hand and cut with their more coordinated left hand. Answer: Yes. Do whatever is necessary to eat without making a mess. That’s the real lesson here.

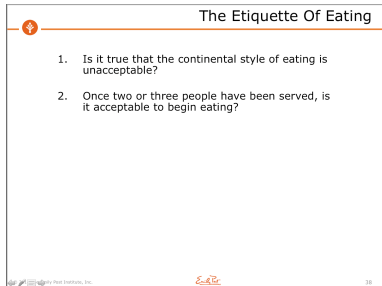


Image 1

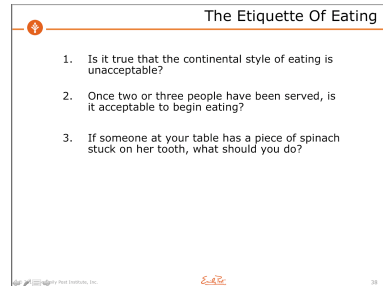


Image 2

SLIDE 38: THE ETIQUETTE OF EATING

1. IMAGE 1: QUESTION 2 When is it acceptable to start eating?
 - a. FALSE. Wait until the host indicates you can start or until the host starts eating.
 - b. At a business meal especially, wait for the host.
 - c. As the host at a business meal, the considerate thing to do is to invite people to start eating when they are served so the food doesn't get cold.
 - d. At purely social events:
 - i. If you are out with friends, once three people have been served, it is acceptable to start eating.
 - ii. If you are at a person's home or in situations where there is a "host," again, wait for a signal from the host before starting to eat.
 - e. At a buffet, generally you can begin once you've sat down because other people at your table may not be right behind you.
 - f. At a large table at a business event where there is no clear host, you can start once three or more people have been served.
2. IMAGE 2: QUESTION 3 What do you do if someone near you has spinach on a tooth?
 - a. People want to be told if there is something amiss.
 - b. How you tell them matters.
 - i. Yelling across the table and making a scene would embarrass the person and is unnecessary.
 - c. Best solution:
 - i. Catch the attention of the person with the spinach on his/her tooth.
 - ii. Quietly make a motion with your forefinger as though you were removing something from your tooth or tap your tooth.

continued

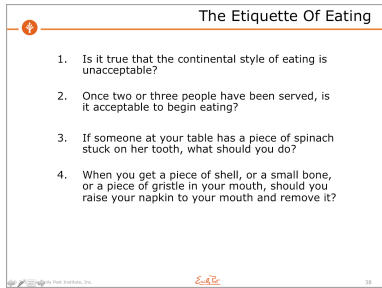


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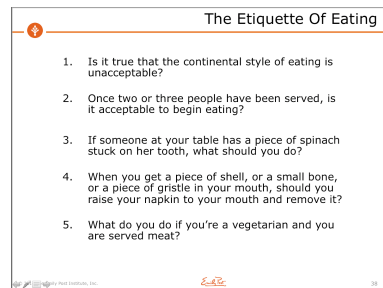


Image 4

SLIDE 38: THE ETIQUETTE OF EATING continued

3. IMAGE 3: QUESTION 4 How do you remove an undesirable object from your mouth?
 - a. Two issues to address:
 - i. How to take it out of your mouth unobtrusively.
 - ii. Where to put it.
 - b. Raise your napkin to your mouth and push it out of your mouth and into the napkin.
 - i. Major mess for your napkin.
 - ii. If it falls out of your napkin it could end up in your lap, on the chair or on the floor.
 - c. Take it out with your finger and place it on the side of your plate.
 - i. It does make your fingers messy.
 - d. Push it out of your mouth and onto the utensil you used to put it into your mouth. Then gently place it on the edge of the plate.
 - i. This is easier than it sounds.
 - ii. Recommended in EPI books.
 - e. General rule: If you used your fingers to put it into your mouth, you use your fingers to remove it. If you used a utensil to put it into your mouth, use the utensil to get it out of your mouth.
 - f. Whether you use your fingers or a utensil, place the object on the side of your plate.
4. IMAGE 4: QUESTION 5 What should a vegetarian do if he or she is served meat?
 - a. Best solution is to ask the waiter for a vegetarian meal before service starts.
 - b. If a plate arrives with meat on it. Ask to have it taken back and prepared without meat on the plate.
 - c. The same process is true for most other dietary needs.
 - d. Special meals such as Kosher meals may need to be ordered in advance. Let the organizer know if you have such a need.

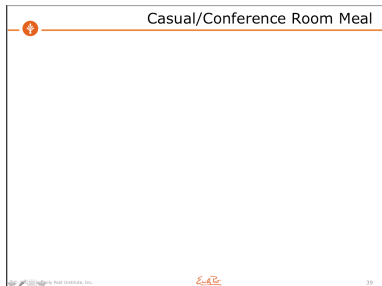


Image 1

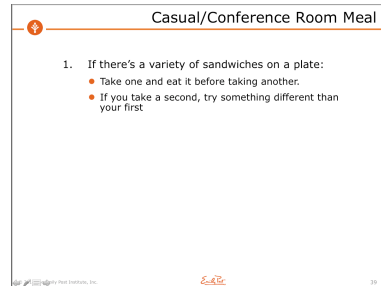


Image 2

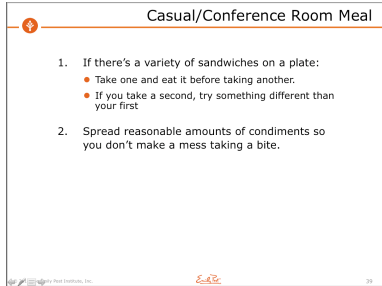


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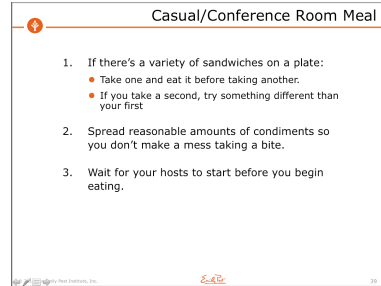


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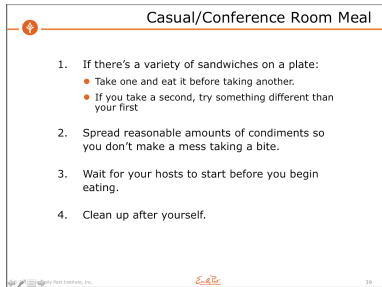


Image 5

SLIDE 39: THE CASUAL/CONFERENCE ROOM MEAL

1. IMAGE 1: Slide header.

Business meals are often more casual affairs associated with a meeting where food, sandwiches or a small buffet is served right in the meeting space and people eat where they have been sitting. Even though these types of meals are more casual, they are still an opportunity to build a positive image of yourself.

2. IMAGE 2: The communal sandwich plate.

a. You may be faced with selecting a sandwich or a half-sandwich from a platter of sandwiches.

i. Take just one.

ii. If you want a second, you may return for “seconds” after people have all had an opportunity to serve themselves the first time around.

iii. Try a different kind the second time, especially if there is only one of the kind you ate the first time around.

iv. If there is one “roast beef” left, ask if anyone else would like it before taking it.

3. IMAGE 3: Condiments like mayonnaise and mustard add to the flavor of a sandwich. But too much on a sandwich and it can gush out the sides leaving a mess on the table or, worse yet, on you.

4. IMAGE 4: Even though this is a casual dining experience, wait for the host to begin eating or until everyone has been seated and they begin eating. Use the time while others are getting their food to strike up a conversation with people near you. Use the time as an opportunity to build relationships.

5. IMAGE 5: When you are finished, throw away any wrappers or disposable items and wipe up the area around where you were eating.

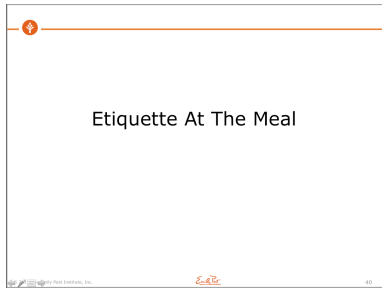


Image 1

SLIDE 40: ETIQUETTE AT THE MEAL

1. IMAGE 1: Title slide.
 - a. Indicate to the wait staff to bring out the first course (unless the salad has already been set on the table before participants sit down).
 - b. Review the tips you discuss before each course and then tell participants to enjoy the meal.
 - c. As wait staff begins to remove the plates, get the group's attention and start the next section. Go through the tips; then indicate to wait staff to serve the next course.
 - d. Repeat this procedure for all the courses of the meal.



Image 1

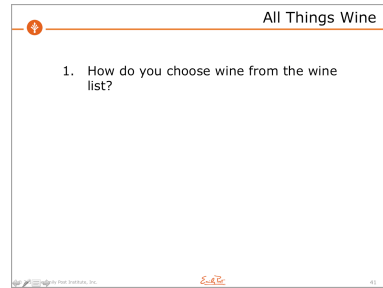


Image 2

SLIDE 41: ALL THINGS WINE

1. IMAGE 1: Slide header.
2. IMAGE 2: QUESTION 1 How do you choose wine?
 - a. ASK the question.
 - b. ADVANCE to the next slide to discuss the answer.



Image 1

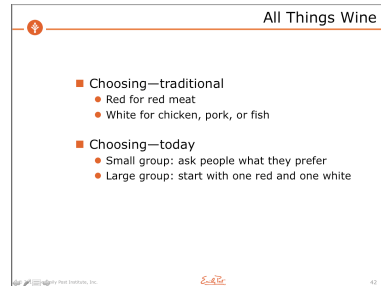


Image 2

SLIDE 42: ALL THINGS WINE

1. IMAGE 1: The tradition of choosing wine.
 - a. Traditionally, red wine is served with red meat. White wine is served with chicken, pork, or fish.
2. IMAGE 2: Choosing wine today.
 - a. Some people really only like one type of wine and drink it regardless of the dish.
 - b. Don't assume by what people order that they want the red or white wine that is meant to go with it.
 - c. Tips on how to choose wine.
 - i. Be prepared. Make an effort to learn about several red and white wines that you can count on to be good and generally available on wine lists.
 - ii. Pinot Noir is often a good choice as an all-purpose wine. It goes with fish, chicken, pork and red meat.
 - d. Choosing wine is the host's job.
 - i. If you, as the host, turn the task over to the guest of honor, be prepared to pay the cost of the wine—whatever it is—without complaining.
 - ii. At a small table of two to four people, ask what preference people have for wine: red or white.
 - iii. At a larger table, consider ordering a bottle of red and a bottle of white.

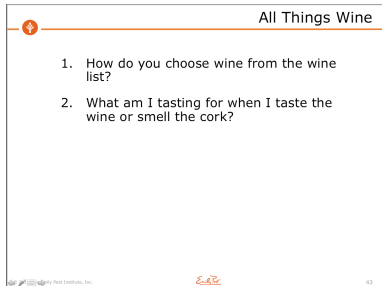


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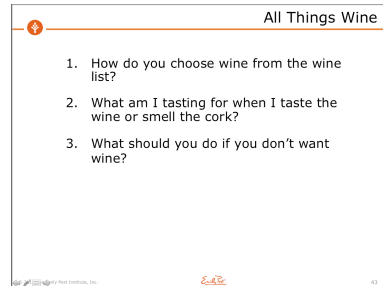


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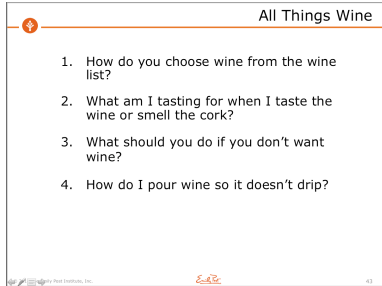


Image 3

SLIDE 43: ALL THINGS WINE

1. IMAGE 1: QUESTION 2 The cork.
 - a. Most people think smelling the cork is what a person should do when given the cork. It's not.
 - b. Examine the cork.
 - i. The wine should not stain all the way up the edge of the cork. If it does it may be "corked."
 - ii. Wine all the way up the cork can indicate that oxygen has gotten into the bottle which can make the wine go bad.
2. IMAGE 2: QUESTION 3 What if you don't want wine?
 - a. Don't turn your glass upside down.
 - b. When the waitperson approaches to pour wine for you, quietly indicate, "No, thank you."
 - c. If the waitperson pours wine for you anyway, and you don't want it, don't drink it. Leave it there. Focus on the conversation, not on the waitperson's mistake.
3. IMAGE 3: QUESTION 4 Introduce the pouring wine question to set up the next video about pouring wine.



Image 1

SLIDE 44: ALL THINGS WINE

1. IMAGE 1: PLAY VIDEO Pouring wine.
 - a. The goal is to pour without spilling any drops on the table or on anyone sitting nearby.
 - b. As you finish the pouring, twist the bottle as you lift it up. The twisting motion will catch any drip and prevent it from falling on the table.

All Things Wine

1. How do you choose wine from the wine list?
2. What am I tasting for when I taste the wine or smell the cork?
3. What should you do if you don't want wine?
4. How do I pour wine so it doesn't drip?
5. Does it matter how I hold the wine glass?

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Image 1

SLIDE 45: ALL THINGS WINE

1. IMAGE 1: QUESTION 5 Holding the wine glass.
 - a. ASK the question to set up images of glasses on the next slide.
 - b. ADVANCE to the next slide.

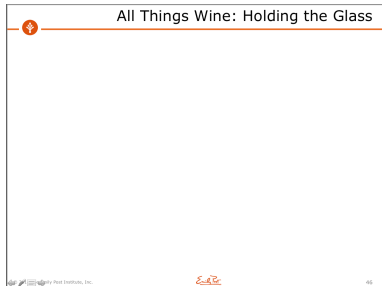


Image 1

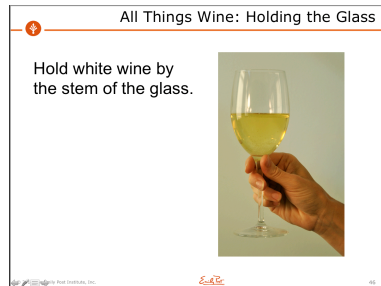


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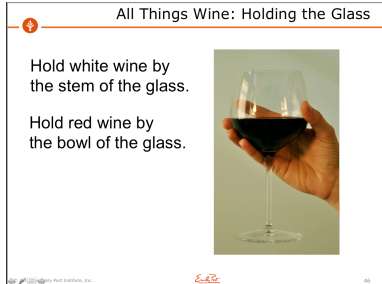


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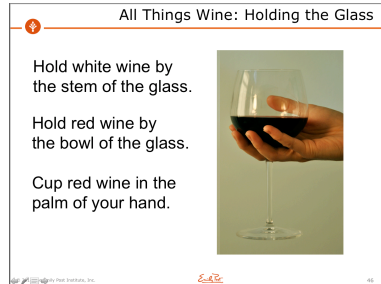


Image 4

SLIDE 46: ALL THINGS WINE: HOLDING THE GLASS

1. IMAGE 1: Slide header: How to hold a wine glass.
2. IMAGE 2: White wine and sparkling wine
 - a. Hold the glass by the stem.
 - b. White and sparkling wines are chilled. Holding by the stem helps prevent your hand from warming the wine.
3. IMAGE 3: Red wine.
 - a. Red wine improves its flavor two ways:
 - i. As it warms.
 - ii. As it oxygenates.
 - b. Hold the glass with your fingers and thumb grasping the bowl.
 - i. This position allows the warmth of your hand to warm the wine.
 - ii. Gently swirl the wine in the glass to mix it so it gets oxygenated.
4. IMAGE 4: Alternate way to hold a red wine glass.
 - a. Cradle the glass in the palm of your hand.
 - b. This may work better for a particularly large glass that you may not be able to hold with just your fingers grasping the bowl of the glass.



Image 1

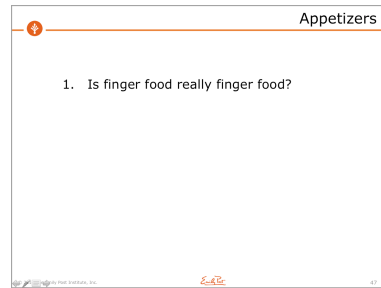


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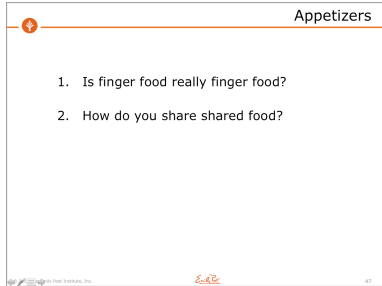


Image 3

SLIDE 47: THE MEAL—APPETIZERS

1. IMAGE 1: Slide header.
2. IMAGE 2: How do you deal with finger food appetizers?
 - a. Finger food:
 - i. If utensils are available to transfer the food from the common plate to your plate, use them.
 - ii. If not, pick up pieces with your fingers. Once you pick them up, you own them. Don't put them back.
 - b. Sauces:
 - i. If there are sauces, put some on your plate if you have a plate. And then, dip into the sauce.
 - ii. If you don't have a plate, then dip into the sauce, but don't "double dip" (take a bite and then re-dip the uneaten portion).
3. IMAGE 3: Shared food.
 - a. Shared food is placed on the center of the table and diners can then take food from the shared plate to eat.
 - i. Use the utensils to serve from the shared platter to your individual plate.
 - ii. Similarly, use a utensil to place any sauces or condiments on your own plate from the communal dish.
 - iii. Once the food is on your plate, if it is finger food you can go ahead and use your fingers to eat it.
 - b. If there are no utensils or individual plates, use your fingers to pick up the food on the communal platter.
 - i. You can dip the food in the sauces.
 - ii. Remember, no double dipping.

continued

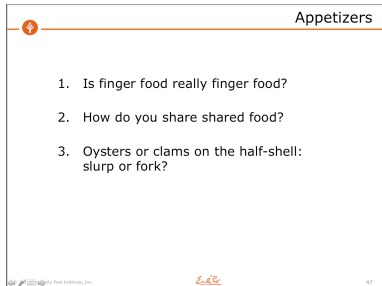


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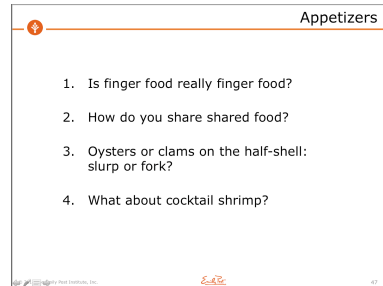


Image 5

SLIDE 47: THE MEAL—APPETIZERS continued

4. IMAGE 4: Oysters or clams on the half shell.
 - a. If served with an oyster fork, then use it.
 - b. If there is no fork, then it is acceptable to pick them up in the shell and *quietly* slurp them into your mouth.
 - c. At a business event, watch carefully to see how the host proceeds and follow his/her lead.
5. IMAGE 5: Shrimp cocktail.
 - a. If they come with the tails still on them, the tail is a signal that they may be eaten as a finger food.
 - b. If there is no tail and no utensil, then you may pick them up.
 - c. If there is no tail and there is a utensil provided, use it.

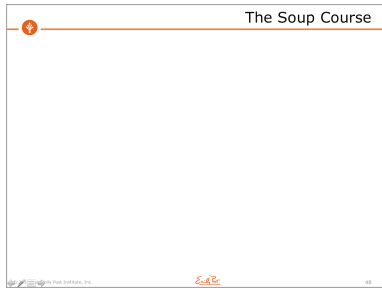


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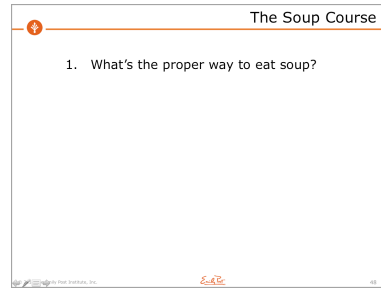


Image 2

SLIDE 48: THE SOUP COURSE

1. IMAGE 1: Slide header. From how to eat soup to tipping the bowl to placing the utensil when finished, eating soup always raises questions from participants.
2. IMAGE 2: QUESTION 1 What is the proper way to eat soup?
3. INTRODUCE: The next slide is a short video showing you first how not to eat soup and then how to eat soup correctly.

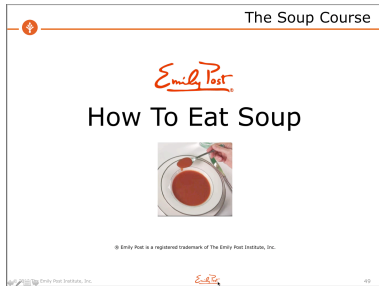


Image 1

SLIDE 49: THE SOUP COURSE

1. IMAGE: 1: Click to bring up the VIDEO. The video will start automatically.
2. EXPAIN: As the video plays, explain that eating soup is really about not making a mess, especially on you, while you eat the soup.
 - a. Hold the spoon in the hand that is most comfortable for you.
 - b. Dip the spoon into the soup and scoop AWAY from you.
 - c. Many people scoop towards themselves. The problem with doing this is you can easily cause a drop of soup to drip onto your clothing as you bring the spoon to your mouth. Scooping away ensures the drop won't fall on you.
 - d. One good trick regardless of how you "scoop" is to touch the bowl of the spoon to the rim of the soup bowl in order to remove the drip.
 - e. The most important thing is: Whichever way you eat soup, do so without making a mess and without drawing attention to yourself as a sloppy eater.

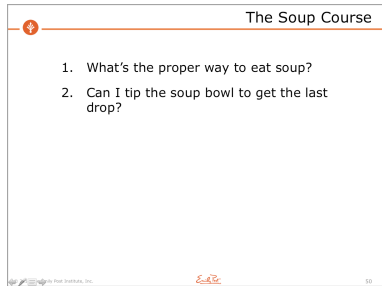


Image 1

SLIDE 50: THE SOUP COURSE

1. IMAGE 1: QUESTION 2 Can I tip a soup bowl to get the last drops?
2. INTRODUCE: The next slide is a short video showing you how to tip a soup bowl for the last spoonful.



Image 1

SLIDE 51: THE SOUP COURSE

1. IMAGE 1: Click to bring up the VIDEO. The video will start automatically.
2. EXPLAIN that tipping is acceptable as the video plays.
 - a. Of course you can. Tipping away from you can help keep the drip from landing on you.
 - b. There's no reason to pass up the last bit of something that is really good.

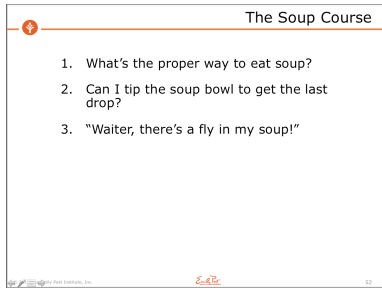


Image 1

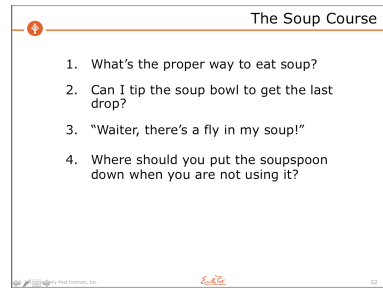


Image 2

SLIDE 52: THE SOUP COURSE

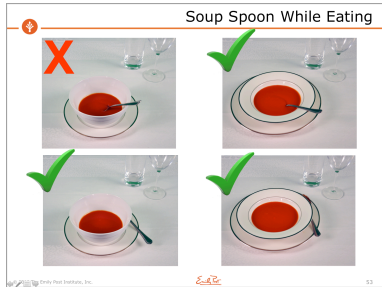
1. IMAGE 1: QUESTION 3 Something is there that shouldn't be.
 - a. Your goal is to be able to enjoy your food and not make a scene while enjoying the company at the same time.
 - b. Quietly call the waitperson and ask for another serving.
 - c. Don't shout across the room to get the waitperson's attention.
2. IMAGE 2: QUESTION 4 Where do you place the spoon when you want to set it down.



Image 1



Image 2



SLIDE 53: THE SOUP COURSE

1. IMAGE 1: Slide header.
2. IMAGE 2: Picture showing the incorrect way to place a spoon in a deep bowl or cup.
 - a. If it is a cup of soup, place the spoon on the accompanying saucer rather than leaving it in the cup.
 - b. Leaving the spoon in a deep bowl or cup is a mistake because you can easily catch the end of the spoon with your wrist or sleeve as you reach for water or bread.
 - c. Knocking the spoon out of the bowl or cup would make an unpleasant mess.
3. IMAGE 3: The correct way to place a spoon when eating soup.
 - a. The correct ways show:
 - i. A deep bowl with the spoon on the plate under the bowl. Place the spoon on the saucer that comes with the deep bowl or cup. You avoid the chance of making a mess by placing it in this position.
 - ii. A shallow bowl with the spoon still in the bowl.
 - iii. A shallow bowl with the spoon on the plate under the bowl.
 - iv. If the soup is served in a flat bowl, you can leave the spoon in the bowl with the handle resting on the edge of the bowl, and, when you have finished your soup with the handle at the four o'clock position.
 1. In this situation it is OK to leave the spoon in the bowl with the handle resting on the rim of the plate.
 2. Also you have the option of placing the spoon on the saucer if one comes with the soup bowl and it is large enough to accommodate the spoon.

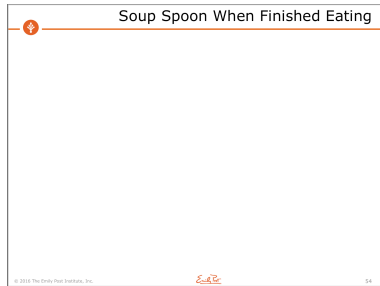


Image 1



Image 2

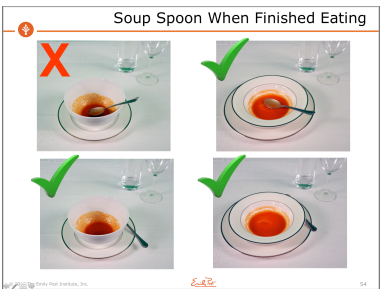


Image 3

SLIDE 54: THE SOUP COURSE

1. IMAGE 1: Slide header.
2. IMAGE 2: Incorrect placement of spoon in a soup bowl when finished eating. The spoon should not be left sticking up out of the bowl.
3. IMAGE 3: Three images of the correct placement of the spoon at the end of eating the soup in either a deep bowl or a shallow bowl .
 - a. The placement of the spoon at the end of the course is the same as placement during the meal.
 - b. For a deep soup dish place the spoon on the plate under the dish.
 - c. For a shallow dish the spoon can be placed in the bowl or on the plate under the dish if there is one. In either case the handle should point to the 4:00 position.

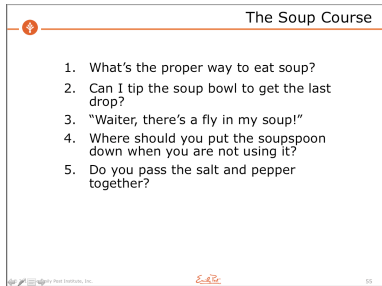


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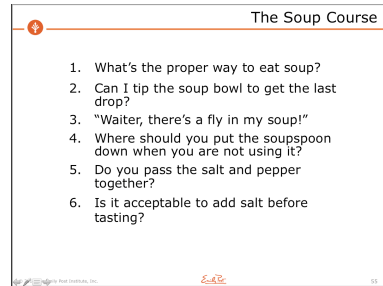


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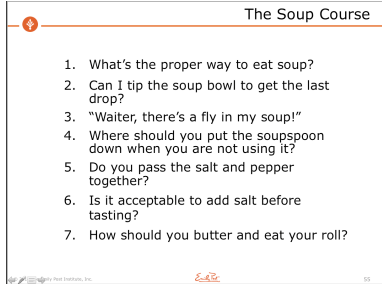


Image 3

SLIDE 55: THE SOUP COURSE

1. IMAGE 1: QUESTION 5 Passing the salt and pepper.
 - a. When asked for the salt, you should pass both the salt and pepper. In the United States, tradition has us keeping them together.
 - b. In Latin America, if a person asks for the salt, you pass *only* the salt.
2. IMAGE 2: QUESTION 6 Salting before tasting.
 - a. Taste your food before putting salt or pepper on it.
3. IMAGE 3: QUESTION 7 How do you butter a roll and eating it? ASK the question to set up the video on the next side.



Image 1

SLIDE 56: BREAD AND BUTTER

1. IMAGE 1: Here's a VIDEO about eating bread and butter.
2. AFTER THE VIDEO REITERATE:
 - a. Don't slather butter over the roll and then start taking bites out of the whole roll.
 - b. Instead, break a bite-size piece off the roll.
 - c. Spread butter on the piece, if desired.
 - d. Then eat the piece.

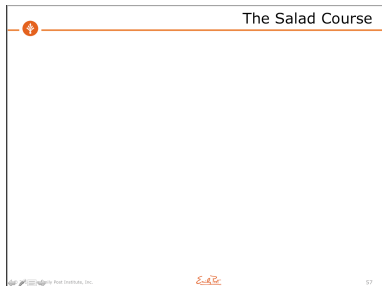


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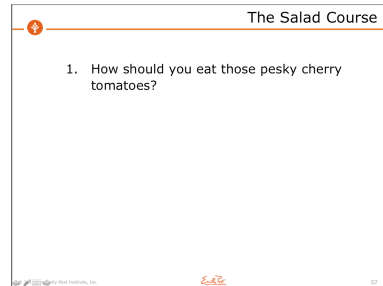


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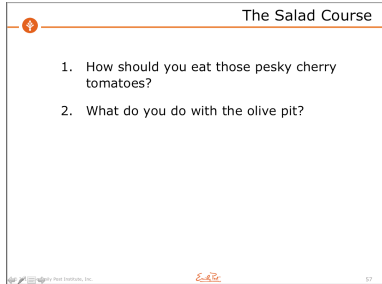


Image 3

SLIDE 57: THE SALAD COURSE

1. IMAGE 1: Slide header.
2. IMAGE 2: QUESTION 1 How do you eat cherry tomatoes?
 - a. Very carefully!
 - b. Using your knife as a buffer, try to spear it and cut it in half. This will avoid potential problems later on.
 - c. If you can't spear it, balance it on the fork and put it in your mouth. Then, before biting into it, be sure your mouth is closed tightly so you don't spray juice and seeds on other people's food.
3. IMAGE 3: QUESTION 2 What do you do with olive pits?
 - a. If you put the olive into your mouth with your fingers, you can take the pit out with your fingers.
 - b. If you put it in your mouth with a fork, try putting the pit back onto the fork and lowering it to your plate. It's easier than it sounds.
 - c. The key is to do it as unobtrusively as possible.
4. ADDITIONAL TEACHING POINT:
 - a. What do you do when you have something really disgusting in your mouth?
 - i. You don't want to put it into your napkin and have it fall back out onto your lap.
 - ii. You don't want to put it on the side of the plate like an olive pit.
 - iii. Best solution: Excuse yourself from the table with just a motion of your hand and spit it out in the restroom.
 - iv. NOTE: Some may ask if it is okay to remove it from your mouth and place it in your napkin. It is less acceptable to do this. If you do, fold the napkin up and ask your waiter to bring you a fresh napkin. Keep in mind, that now you are making it the waiter's problem.

continued

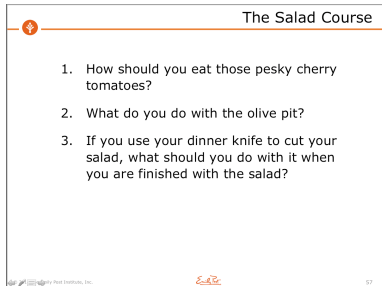


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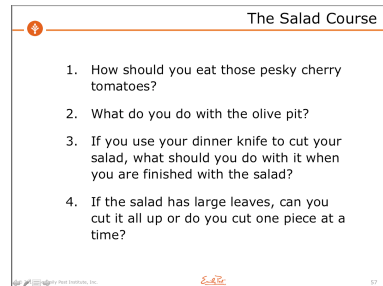


Image 5

SLIDE 57: THE SALAD COURSE continued

5. IMAGE 4: QUESTION 3 What do you do with a main course knife if you've used it to eat salad?
 - a. Once you have used your knife to cut salad, don't put it back down on the table. Instead, place it on the edge of the plate.
 - b. If the waitperson tries to take the knife off the plate and leave it on the table for you to use with the next course,
 - i. Ask for a new knife.
 - ii. Place it on your butter plate.
6. IMAGE 5: QUESTION 4 Is it acceptable to cut large leaves of lettuce into smaller bite-size pieces?
 - a. With a salad it is acceptable to cut all the lettuce up and then start eating it, as opposed to cutting food served at the main course where you cut it one bite at a time.

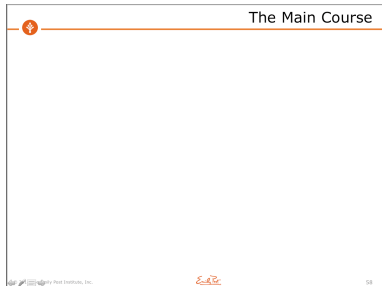


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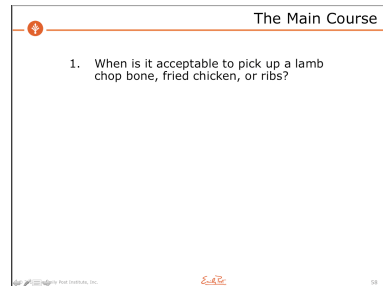


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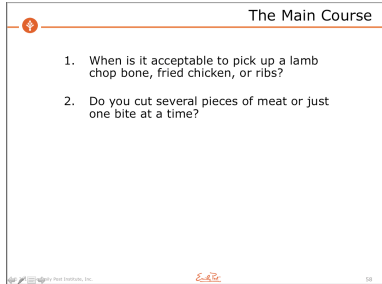


Image 3

SLIDE 58: THE MAIN COURSE

1. IMAGE 1: Slide header.
2. IMAGE 2: QUESTION 1 Is it okay to pick up bones?
 - a. With food that is traditionally eaten by being picked up with the fingers:
 - i. Spare ribs, once you cut the rack into individual ribs.
 - ii. Fried chicken, in the South: You don't have to pick it up, but in the South don't be surprised if people *do* pick it up.
 - iii. The traditional boiled or steamed lobster:
 1. Even with the traditional lobster that you use your hands and lobster crackers to break apart, you will have a little picker tool that you can use to spear the pieces as you remove them.
 2. Once the tail has been removed from the shell, don't just pick up the hunk of meat and rip a bite from it. Use your fork and knife to cut it up and eat it.
 - b. With food that has some meat remaining on a bone, such as lamb chops.
 - i. At a business event you should not pick up a bone unless the host mentions that you really should enjoy the bones, too.
 - ii. Even if given permission, you may choose to forgo picking up bones at a business meal as it can make hands and mouth messy and greasy.
 - iii. If you are the host, you should take note of what people are eating. If a person has ordered rack of lamb or a similar dish, give them permission to pick up the bones.
 - iv. At a social event with friends, you can pick up the bone after you've removed as much meat as possible with your fork and knife.
 - v. In a social situation at a person's home or where there is a host, wait for the host to mention picking up bones or until the host starts doing it.
3. IMAGE 3: QUESTION 2 Should you cut several pieces of meat at once or one piece at a time?
 - a. Cut one bite and eat it, then cut the next and eat it.
 - b. Don't cut all the meat up into pieces and then eat them.
 - c. This tradition evolved out of concern that cutting more than one bite at a time would let warm food cool quicker. Also, it recalls the way a child eats food, not an adult.

continued

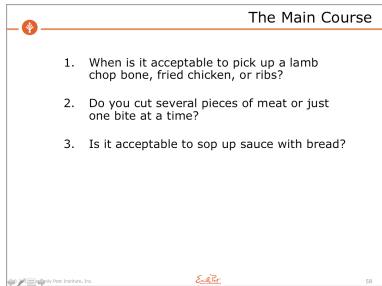


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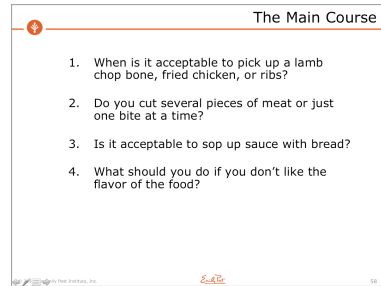


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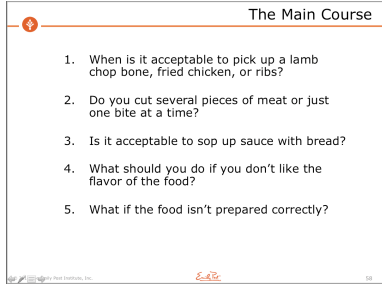


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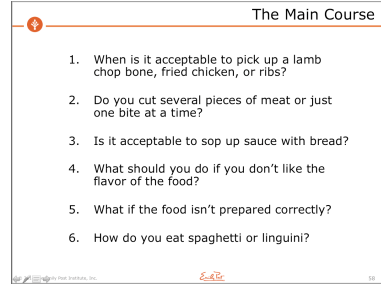


Image 7

SLIDE 58: THE MAIN COURSE continued

4. IMAGE 4: QUESTION 3 Is it okay to sop up sauce with a piece of bread?
 - a. Sauce is often the best part of a meal. It would be a shame to waste it.
 - b. Don't just take a piece of bread in your fingers and swish it around in the sauce and then pop it into your mouth.
 - c. Instead, break a bite-size piece off your bread and place it on your plate. Use your fork to swish the bread in the sauce and then raise it to your mouth.
5. IMAGE 5: QUESTION 4 What should you do if you don't like the flavor of the food?
 - a. Avoid this problem, especially at a business meal, by following the tip about ordering food you know you like.
 - b. A business social function is not the time to try something new.
 - c. If you have ordered or are served something you don't like, simply don't eat it. There is no reason to grin and bear it and force yourself to eat it. Instead of focusing on your dinner partner(s), you will be focused on how to get the next bite down your throat. Spend more time in conversation and most people won't notice that you're not eating.
6. IMAGE 6: QUESTION 5 Is it acceptable to send food back if it isn't prepared correctly?
 - a. Yes.
 - i. If the meat is under or overcooked to be redone to the appropriate doneness. Encourage others to begin eating even if your meal may be delayed while being redone.
 - ii. If food is cold for it to be warmed.
 - b. It is not acceptable to switch orders and ask for something different.
7. IMAGE 7: QUESTION 6 How do you eat spaghetti without making a mess? ASK the question to set up the video in the next slide.



Image 1

SLIDE 59: EATING SPAGHETTI

1. IMAGE 1: How to eat spaghetti.
 - a. Preface the VIDEO by telling them what they are going to see:
 - i. A woman eating spaghetti incorrectly first.
 - ii. Then twirling it against the side of the plate.
 - iii. Then twirling it against a spoon.
 - b. SHOW the video.
2. KEY TEACHING POINTS:
 - a. The woman only takes a few strands onto her fork. She even raises the fork first to release excess spaghetti before starting to twirl.
 - b. As she twirls she again raises the fork to separate the forkful from the rest of the spaghetti and then continues to twirl.

The Main Course

1. When is it acceptable to pick up a lamb chop bone, fried chicken, or ribs?
2. Do you cut several pieces of meat or just one bite at a time?
3. Is it acceptable to sop up sauce with bread?
4. What should you do if you don't like the flavor of the food?
5. What if the food isn't prepared correctly?
6. How do you eat spaghetti or linguini?
7. Is it okay to cut food with the side of your fork?


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Image 1

SLIDE 60: THE MAIN COURSE continued

3. IMAGE 1: QUESTION 7 ASK: Is it acceptable to use the side of the fork to cut food?

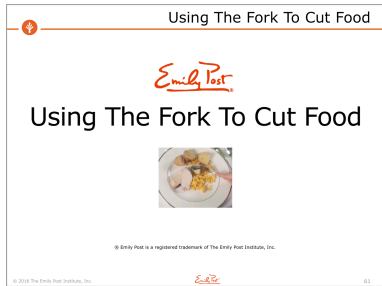


Image 1

SLIDE 61: THE MAIN COURSE continued

4. IMAGE 1: VIDEO showing use of the side of the fork to cut food.



Image 1

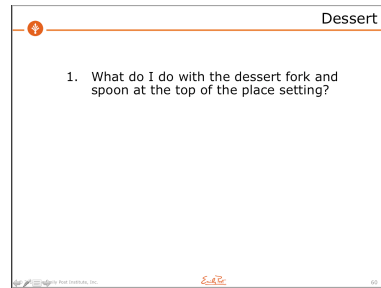


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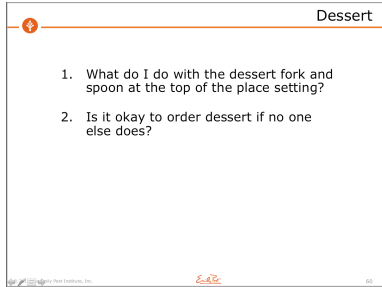


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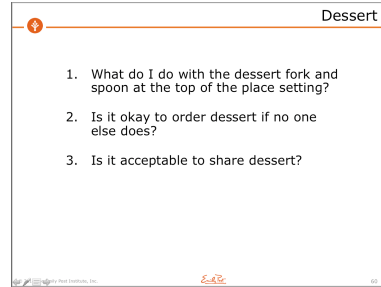


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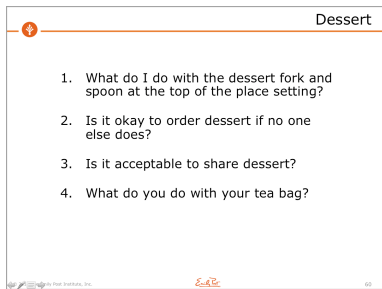


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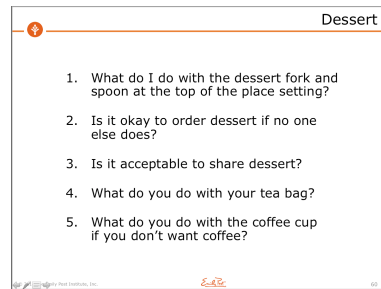


Image 6

SLIDE 62: THE MEAL—DESSERT

1. IMAGE 1: Slide header.
2. IMAGE 2: QUESTION 1 What do I do with the fork and spoon at the top of my place setting?
 - a. Once the main course dishes have been removed, each diner may slide the fork and spoon from the top of the place setting into position to either side of where the dessert dish will be placed.
 - b. The fork goes on the left and the spoon goes on the right.
3. IMAGE 3: QUESTION 2 Is it okay to order dessert if no one else does?
 - a. As a guest it's better to ascertain if others are ordering dessert before you order it and be the only one with dessert.
 - b. Either defer being the first to order: "I'm not ready yet. Please come back to me in a minute."
 - c. Or ask someone else: "They all look fabulous. John, are you planning on having anything?"
4. Image 4: QUESTION 3 Is it acceptable to share dessert?
 - a. Generally, sharing food at a business meal is not appropriate, especially in a situation with a larger group and people of varying levels of hierarchy.
 - b. Keep the focus on the conversation and on building the relationship.
5. IMAGE 5: QUESTION 4 What do you do with your tea bag?
 - a. Don't remove it from the cup and place it on the table. You are trying to avoid leaving a big stain on the tablecloth.
 - b. Place it on the saucer, if there is one.
 - c. Place it on your dessert plate, if there is one.
 - d. Place it on your bread plate, if it is still at the table.
 - e. As a last resort, leave it in the bowl of your spoon and place the spoon on the table or on your saucer if you have one.
6. IMAGE 6: QUESTION 5 What do you do with the coffee cup if you don't want coffee?
 - a. Don't turn your cup upside down.
 - b. Leave it there and when the waitperson comes to pour coffee, quietly say, "No, thank you."
 - c. If it is poured for you anyway, simply leave it.



Image 1

SLIDE 63: THE GOOD HOST AND THE GOOD GUEST

1. IMAGE 1: Title slide.

Whether you invite business associates to your home or you are a guest at a business associate's home, you can make the event more pleasant by thinking about how your actions will affect the people at the event.

2. Here are six tips both on how to be a good host and how to be a good guest.

3. While these focus on entertaining at a home, they can also be the basis for good host and guest manners at meals out as well.



Image 1

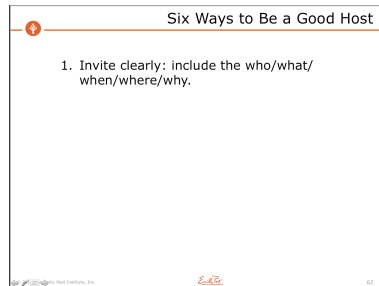


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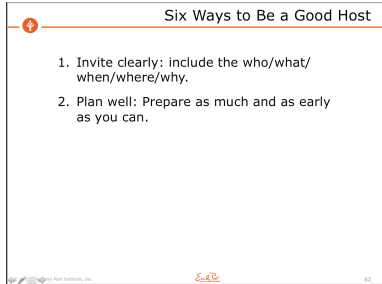


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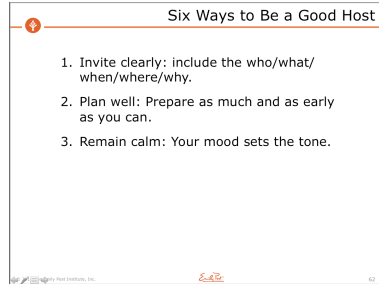


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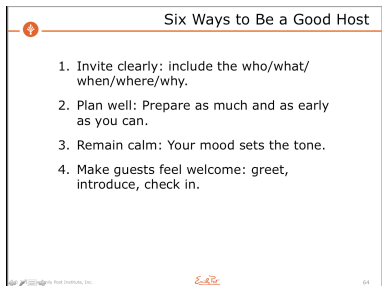


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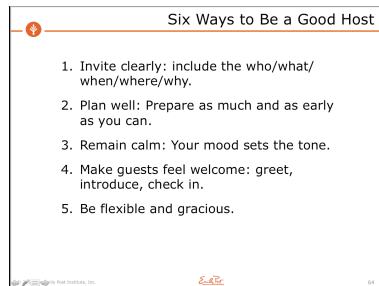


Image 6

SLIDE 64: SIX WAYS TO BE A GOOD HOST

1. IMAGE 1: Slide header.
2. IMAGE 2: The invitation is the start of the event.
 - a. The who, what, when, and where make sense.
 - b. But in a business setting the why also matters. Let your guests know if the meal will involve business as well so they can bring any materials or prepare any information they may need during the business conversation.
3. IMAGE 3: As the host, you are on stage. Preparation is the key to success.
4. IMAGE 4: No matter how well you plan, something may go wrong. Wine spilled on a rug. A gas grill that runs out of gas. These things happen. When one does, your demeanor will set the tone for how your guests think about you and how you handled the situation. So try to remain calm.
5. IMAGE 5: Be sure to greet guests as they arrive and make them feel welcome.
 - a. Introduce people and facilitate the start of a conversation between them before excusing yourself to greet the next guest.
 - b. Keep an eye out for a guest who is by him or herself.
 - i. Introduce the person to others.
 - ii. Ask a guest you know well to engage that person in conversation.
6. IMAGE 6: No matter how well you plan, things won't always go as you planned them. Your boss is having a great conversation with your spouse so you delay calling people to dinner for another ten minutes.

continued

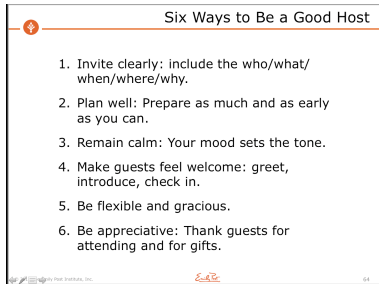


Image 7

SLIDE 64: SIX WAYS TO BE A GOOD HOST continued

7. IMAGE 7: As much as it is important for guests to thank you, you should thank each guest for coming as they leave, and let them know how much you enjoyed having them to your home.
8. TEACHING POINT: If a guest has had too much to drink, it is incumbent on you to make sure he/she doesn't drive home.
 - a. Taking them home yourself is the best option. Asking a guest to take them home puts your responsibility for your inebriated guest onto someone else.
 - b. Getting a taxi for the person or asking a guest to take the person home is better than letting the individual drive him or herself, but not as good a choice as you taking the responsibility for your guest yourself.

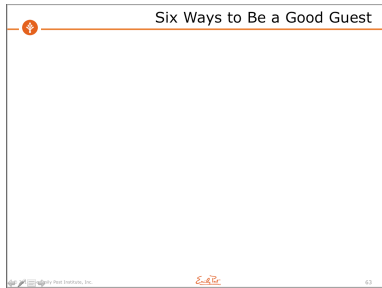


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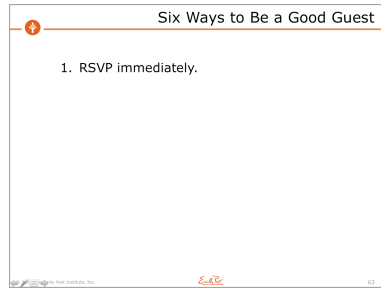


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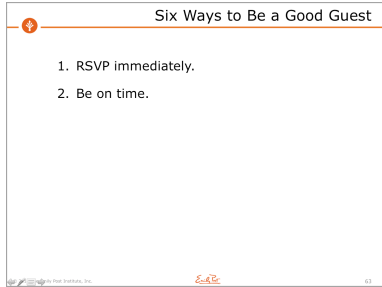


Image 3

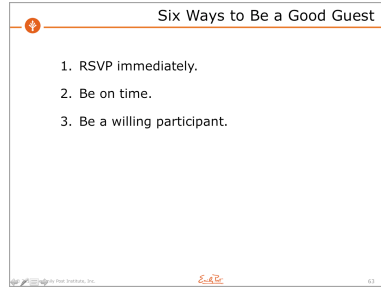


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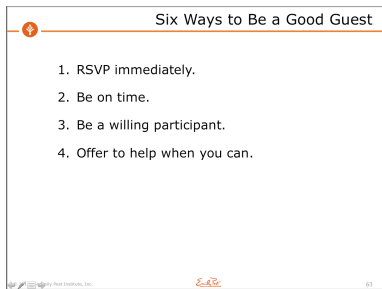


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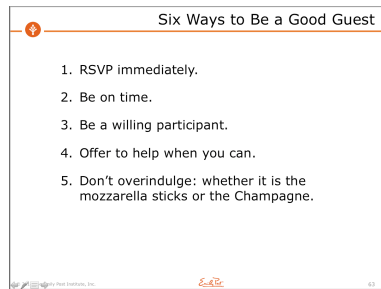


Image 6

SLIDE 65: SIX WAYS TO BE A GOOD GUEST

1. IMAGE 1: Slide header.
2. IMAGE 2: Answer the invitation when you receive it. If you put it aside “for later,” you may end up not getting back to it.
3. IMAGE 3: Being on time means you don't have to apologize for being late.
 - a. Within five or ten minutes of the appointed time is OK, but for a business meal the closer to on time, the better.
4. IMAGE 4: This is an opportunity for you to shine. Show others you are a participant and can step up to the plate without being asked.
 - a. Introduce yourself to people you don't know.
 - b. Be sure to spend some time talking with each guest if possible.
5. IMAGE 5: Ask your host if you can help in any way: getting beverages, passing hors d'oeuvres, cleaning away used glasses or plates.
6. IMAGE 6: Don't overindulge.
 - a. Remember the One Drink Rule.
 - b. Don't stand by the shrimp all night eating one right after another.
 - c. Remember your real goal is to participate, to get know people, to build relationships. Enjoying the food comes after that.

continued

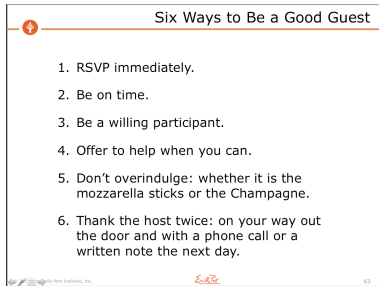


Image 7

SLIDE 65: SIX WAYS TO BE A GOOD GUEST *continued*

7. IMAGE 7: Thanking your hosts twice is the appropriate way to show your appreciation.
 - a. Once as you say *good-bye* at the end of the event.
 - b. A second time when you send a thank-you note the next day.

