
UNIT1: SOFT SKILLS

➤ MEANING OF SOFT SKILLS

- ✓ Soft skills are a combination of people skills, social skills, communication skills, character traits, attitudes, career attributes,^[1] social intelligence and emotional intelligence quotients among others that enable people to effectively navigate their environment, work well with others, perform well, and achieve their goals with complementing hard skills.
- ✓ Soft skills are the personal attributes, personality traits, inherent social cues, and communication abilities needed for success on the job. Soft skills characterize how a person interacts in his or her relationships with others.
Forexample: communication, creative thinking, work ethic, teamwork, networking, positivity, timemanagement, motivation, flexibility, problem-solving, critical thinking, and conflict resolution etc.

➤ MEANING OF HARD SKILLS

- ✓ Hard skills are specific, teachable abilities that can be defined and measured, such as typing, writing, math, reading and the ability to use software programs.
- ✓ Hard skills are part of the skill set that is required for a job. They include the expertise necessary for an individual to successfully do the job. They are job-specific and are typically listed in job postings and job descriptions.
For example: college, apprenticeships, short-term training classes, online courses, certification programs, as well as by on-the-job training etc.

➤ DIFFERENCES BETWEEN SOFT SKILL AND HARD SKILL

| Sl.No. | Soft Skills | Hard Skills |
|--------|---|---|
| 1 | To be good at soft skills usually takes Emotonal Intelligence or EQ (also known as your right brain-the emotional center). | To be good at hard skills usually takes smarts or IQ (also known as your left brain-the logical center). |
| 2 | soft skills are skills where the rules changes depending on the company culture and people you work with. | Hard skills are skills where the rules stay the same regardless of which company, circumstance or people you work with. |
| 3 | Most soft skills are not taught well in school and have to be learned on the job by trial and error. | Hard skills can be learned in school and from books. |
| 4 | They are usually self-taught and self-developed | They are is needed to perform a particular job |
| 5 | They need to be modified on the basis of different work environment, people & workplace | They are those that are constant & can be used in any environment with different types of people or workplace |
| 6 | They have no set of guidelines to follow & procure the skill | They are acquired with a step-by-step guideline |

✦ DETERMINANTS OF SOFT SKILLS

A. POSITIVE ATTITUDE

A Positive Attitude Leads to Success and Happiness. A positive attitude helps you cope more easily with the daily affairs of life. It brings optimism into your life, and makes it easier to avoid worries and negative thinking. Here are some tips to build positive attitude:-

- 1) **Celebrate the Victories** - For some reason, many people tend to focus on everything they don't like and that's going wrong. Try instead to focus your attention on things that are going well by taking time often to celebrate the victories at work. Reward yourself or praise another individual for a job well done. If you're part of a team that does something successfully, arrange a get-

together to celebrate it. If you're a manager, send frequent notes out to your staff outlining things that are going well for the company.

- 2) **Smile** – Force yourself to smile, even if you don't feel like it. A smile will actually shift how you feel internally. And when others see you smiling, they feel better as well.
- 3) **The “No Complaining” Policy** – No one likes a complainer. If you're a manager, tell your team that you would like them to not come to you with an issue unless they have a proposed solution to go with it. If you report to someone else, refrain from whining to them. Instead, go to your boss and explain that you have a challenge and would like to offer a way to solve it. This both minimizes complaining and turns the focus away from the issue and to possible solutions instead, thereby maintaining a constructive work environment.
- 4) **The Win–Win Policy** – Make it your own personal philosophy or make it a requirement in your workplace that each agreement reached must be win–win. Agreements and negotiations must never favor one party. There is always a way to make agreements positive for both parties involved. Ask “What would be good for you?” Once they and you have answered that question, do your best to work out a solution that implements as many of the good ideas for both sides as possible.
- 5) **Keep Healthy and Well Rested** – It's tough to have a positive attitude when you're feeling run down and tired. Make sure you're getting enough sleep, eating lots of fresh fruits and vegetables, drinking enough water, and getting regular exercise. This may all sound time-consuming, but you'll end up having much more energy and focus and you'll actually be able to get more done in less time. You'll also feel much better mentally, which will help you maintain that positive attitude.

B. GOOD COMMUNICATION SKILLS

The ability to convey information to another more effectively and efficiently, this mode of communication is known as workplace communication and is typically formal and to the point. Important skills include:-

- 1) **Language:** One should never use any slang terms while at work. Business communication should be crisp and clear so that everyone understands what you're saying. Slang terms bring in the eventuality of misunderstanding and also look unprofessional. So one should avoid using slang in office.
- 2) **Low Speaking Volume:** One comes across so many loud-talkers. Perhaps they are naturally so or do so deliberately to drive some point across. But speaking

loudly is disturbing to other people around you hence, a low speaking volume should be maintained.

- 3) **Clarity:** It is also essential to ensure that the person you are speaking with has completely understood what you have to say. Hence, one should speak very slowly and clearly. If you have a strong ethnic accent, you should make sure that you talk slowly so that the other person gets what you have to say. It is always good to ask, "have you understood?" just in case someone doesn't get what you have to say.
- 4) **Listen to Others:** Most people think of effective communication as a one-way thing. But it is very important to also be a good listener and not just a good talker. Others too often have something to say or to contribute to a discussion hence, listening too, is one of the effective communication skills at work.
- 5) **Posture and Body Language:** They say actions speak louder than words and the same can be considered to be true at the workplace. The body has a language of its own too, and at the workplace, the body ought to be courteous. There are simple things to keep in mind, whether it is wishing everyone 'good morning' at work, or having a courteous smile on your face, being well-dressed in office or sitting erect when someone is talking to you.

C. WRITING SKILLS

Writing Skills are also crucial to your future success. Modern methods allow the least use of the written mode of communication. Today, we use emails, service forms, report sheets and the occasional sticky note. Some tips to that effect:-

- Do not drone on about things in your emails. In fact, an email is the perfect excuse to make it short, simple, quick and effective.
- Don't be too brief or informal in your emails, either. Leave text language, emoticons and internet abbreviations (LOL, TTYL, etc.) for personal communications.
- While filling reports on any projects or for employee appraisals, keep the language clean and simple. It reflects on as you as someone who is hardworking and prompt.

D. PROBLEM-SOLVING SKILLS

There are two important things to remember about problems and conflicts: they happen all the time and they are opportunities to improve the system and the relationships. They are actually providing us with information that we can use to fix what needs fixing and do a better job. Here are seven-steps for an effective problem-solving process:-

1. Identify the issues.

- Be clear about what the problem is.
- Remember that different people might have different views of what the issues are.

2. Understand everyone's interests.

- This is a critical step that is usually missing.
- Interests are the needs that you want satisfied by any given solution. We often ignore our true interests as we become attached to one particular solution.
- The best solution is the one that satisfies everyone's interests.
- This is the time for active listening. Put down your differences for awhile and listen to each other with the intention to understand.

3. List the possible solutions (options)

- This is the time to do some brainstorming. There may be lots of room for creativity.
- Separate the listing of options from the evaluation of the options.

4. Evaluate the options.

- What are the pluses and minuses?
- Separate the evaluation of options from the selection of options.

5. Select an option or options.

- What's the best option, in the balance?
- Is there a way to "bundle" a number of options together for a more satisfactory solution?

6. Document the agreement(s).

- Don't rely on memory.
- Writing it down will help you think through all the details and implications.

7. Agree on contingencies, monitoring, and evaluation.

- Conditions may change. Make contingency agreements about foreseeable future circumstances (If-then!).
- How will you monitor compliance and follow-through?
- Create opportunities to evaluate the agreements and their implementation.

E. ACTING AS A TEAM PLAYER

Teams need strong team players to perform well. But what defines such people? Here is a short list of qualities of an effective team player:

1. Demonstrates reliability
2. Communicates constructively
3. Listens actively
4. Functions as an active participant
5. Shares openly and willingly
6. Cooperates and pitches in to help
7. Exhibits flexibility
8. Shows commitment to the team
9. Work as a problem solver
10. Treats others in a respectful and supportive manner.

F. SELF-CONFIDENCE

Confidence is a vital aspect of our day-to-day lives and is especially important in the workplace. Unfortunately, not everyone was born with "built-in" self confidence. In fact, many of us had to work hard to achieve some semblance of confidence. Five ways in which you can improve your self confidence are:-

- 1. Take pride in what you have achieved.** Keep a log book or a diary and jot down all the achievements you have made. Perhaps you have closed a successful sales deal or have been recently promoted. Take note of praises and words of encouragement from your superior. For days when you feel down and demoted, flip through the pages and re-read some of your successes. They are a constant reminder that you can do it and are able to achieve more if you set your heart to it.
- 2. Be a go-getter.** Set realistic goals for yourself and stick to it. Say "I will complete this project in two weeks" and not "I think I can complete it in a two weeks." If you make a strong reinforcement to the statement, chances are your brain will register and you will be able to meet the deadline. Also, try to set goals that will highlight your strengths and minimize your weaknesses.
- 3. Receive a compliment graciously.** It is a natural instinct to be overly humble when someone compliments you. Don't be. Acknowledge that you deserve the compliment because you have worked hard for it. Smile and say "Thank you. It was really nice of you to notice my work. I'm very proud of it as well." and not "Oh, it was nothing. Anyone could have done it." The former shows that you are capable of handling tough projects while the latter says that you are a pessimist, plus it also gives the impression that your job is an easy-peasy one!

4. **Positive self-talk.** At this point, you have to start managing what goes in and out of your brain. Yes, you might have had a terrible experience at your last job and it has sucked out all of your self esteem and confidence. It is now time to let go and move on. Eliminate all negative self-talk and replace them with positive ones. One good tip is to stick colorful pictures on your wall, in your car, or any other places that are convenient to you. Stick a smiley face to remind you to smile. Put phrases of encouragement and frame them up.
5. **Celebrate.** Last but not least, celebrate to rejoice in the fact you have worked diligently to bring your self- confidence to another level. Allow yourself some fun. After this, stretch yourself a little bit more. Make your goals bigger and challenge yourself more. Take it one step at a time at a pace that's comfortable to you. Some people take three months; others may take up to six months or more. You will slowly notice a difference in yourself.

G. ABILITY TO ACCEPT AND LEARN FROM CRITICISM

Criticism may not be agreeable, but it is necessary. It fulfills the same function as pain in the human body. It calls attention to an unhealthy state of things. Accepting criticism gracefully can be done in four steps:

1. Listen openly
2. Consider the source
3. Discuss the feedback
4. Measure the results.

H. FLEXIBILITY/ADAPTABILITY

Adaptability skills are the positive traits you bring to the job, such as flexibility, reliability or patience. To respond positively to change, despite being fearful of it or resistant to it here are the following strategies:-

- 1) **Define and acknowledge what is over and what is not.** Honor those feelings of loss. Face them and do not deny any emotions that might surface. At the same time, identify what is not changing.
- 2) **Acquire new skills and knowledge that change necessitates.** Be clear about what you need to learn in order to implement the change and take the initiative to do so. Read, take classes and seek opportunities to learn on the job.

- 3) **Share with colleagues why the sudden change presents opportunities.** Support peers by exploring with them ways that they can benefit from the change and help them take advantage of potential opportunities. They will appreciate your efforts, as will management.

I. WORKING WELL UNDER PRESSURE

The best way to work well under pressure is by using certain steps to handling pressure without ever letting them see you sweat include:-

1. **Organize.** Make a list of all the tasks you need to do to avoid forgetting anything. Determine the best way to accomplish each task and write this down. Making a guide will help you concentrate more on the things you have to finish. Rank each task according to importance. You can either do the least important tasks first or do them last.
2. **Set Goals.** With all your tasks listed, Have a main goal and create sub goals for each assignment. It'll be easier for you to work if you're just concentrating on small goals. This way, you don't get overwhelmed with the big things. As you work on your mini goals, you eventually get to complete your main goals. Dividing your work load into small tasks will take the pressure off you by diverting your attention from big tasks to your sub goals.
3. **Manage Your Time.** Having a time schedule will ensure that you don't waste time on unnecessary things. This will also help you meet your deadlines on time. Make sure to allot ample amount of time for each assignment. Determine how long you should complete each task. Try to work within the time limit you set. Don't forget to give time for breaks and relaxation.
4. **Complete Tasks.** Don't be overwhelmed by your work load. Try to finish one task first before starting on the next one. Starting on different tasks without getting anything done will only make you miss deadlines. This is why planning is very important. When you have a list of things to do, you'll be able to focus more on important things.
5. **Relax.** Getting stressed out will only make you panic more. Don't push yourself to finish your work if you're too tired. Give yourself time to rest. Deep breathing exercises are effective in releasing tension in your body. This also clears your mind so you can think and concentrate better. When you're on break, don't eat fast. Meal times are good times to rest and relax your mind. When you get back to work, you'll feel refreshed and be ready to continue your tasks.

✦ IMPORTANCE OF SOFT SKILLS

1) Making you an Effective Communicator

As a manager, you are expected to play multiple roles. You might be required to convey some technical information to employees who are from administrative field. Your soft skill as a manager lies in the ability in communicating the thought process clearly to employees across the spectrum so that the task at hand gets completed successfully.

The relevance of effective communication as a soft skill can be understood from the fact that not only the performance of the employees working under your leadership grows owing to your soft skill but your career graph too shows an upward trend.

2) Helping you Emerging as a Strong Leader

Strong leadership is another soft skill which you need to possess in the professional world. In case you are a strong leader, the skill gets identified in the natural course of action. You will be assigned leadership positions beyond your ability too, in case you show an inclination of having this skill. You need to be a motivational speaker to utilize the true worth of this soft skill. Your juniors look upon you in every walk of their life and by displaying true leadership skills; you help them achieve success both on personal and professional fronts. Your growth in the professional world as a consequence of having this skill is only a matter of time.

3) Helping you Develop Lateral Thinking

In whatsoever field you may be working in the professional world, challenges await you at every step. Lateral thinking is key soft skill which helps you take critical decisions at challenging times and help the organization progress on professional fronts. If you have strong soft skills, lateral thinking is a natural skill which will come easily to you. Your relevance in the organization is set to grow as the management will see the benefits the organization derives as a consequence of you being a lateral thinker. Your growth professionally is also ensured as organizations are always on the lookout for someone who can keep a cool head in challenging situations.

4) Helping you become a Key Influencer

A distinct advantage of having strong soft skills is that you become a key influencer in the organization in a short span of time. The management is set to take a note of your problem solving abilities and will assign you challenging tasks which will bring the best in you and will also help you grow in the professional world.

5) Personal presentation

Dressing in an appropriate way for work and generally being neat and tidy. Your body language is important too. Do you enjoy a good slouch? Ask a friend whether you look bored or interested when you slouch. An employer will think the same thing as your friend does when they look at you. Personal presentation shows you are self-aware and understand the effect that your appearance and behavior has on others - one of the best personal skills to have.

6) Time management

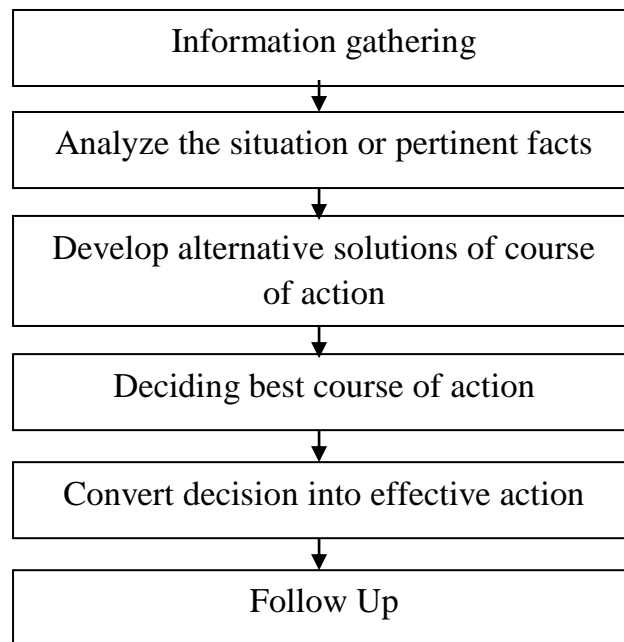
Showing up for work and meetings on time, sticking to scheduled breaks, getting your work done in time to meet your deadlines. This shows that you can take responsibility and manage yourself. Time management is one of the most important personal skills you can have in the workplace.

➔ DECISION-MAKING SKILLS

- ✓ Decision-making is defined as a process of problem solving which includes process of recognizing a problem, opportunity or a choice and finding a solution to it. It is also referred as the process of choosing between the alternatives. Decision-making take place at any level; it can be at individual or group level.
- ✓ In other words, decision-making is the thought process of selecting a logical choice from the available options by considering both positive and negative of each alternative for the purpose of gaining more possible outcomes.
- ✓ According to **MacFarland**, “A decision is an act of choice wherein an executive forms a conclusion about what must be done in a given situation. A decision represents a course of behavior chosen from a number of possible alternatives”.
- ✓ According to **George R Terry**, “Decision making is the selection based on some criteria from two or more possible alternatives”.

★ **STAGES/PROCESS OF DECISION-
MAKING**

DECISION-MAKING PROCESS



- 1) **Identify a problem or opportunity**
Before making any decision the first step is to find out the problem to be provided for or opportunity to be seized. Questions for the identification of problem might be:-
 - What exactly is the problem?
 - Why the problem should be solved?
 - Who are the affected parties of the problem?
 - Is there any deadline or a time limit?
- 2) **Information gathering**
There are a number of factors involved and affected by the problem. So, it is essential to gather information to know the reason and solution for the problem.
- 3) **Analyze the situation or pertinent facts**
Each aspects of the problem should be analyzed for the purpose to finding out the cause and effect relationship between various factors.

4) **Develop alternative solutions of course of action**

Following analysis, a variety of options can be devised. This is the 'new ideas' stage of the study, and alternative options would mix ideas for eliminating unnecessary features or standardizing certain components or features.

5) **Deciding best course of action**

After examining the positive and negative aspects of every possible alternative course of action, the course of action which is the best or the most desirable has to be selected.

6) **Convert decision into effective action**

After selecting the particular course of action the decision-makers should adopt or implement such derivative plans for accomplishing the objectives of the enterprise.

7) **Follow Up**

The decision-makers should review the implementation and periodically examine the performance, if it necessary than modify the methods or techniques in the light of practical experience.

➔ **PROBLEM-SOLVING**

Problem-solving is a mental process wherein an individual analyzes, interprets a task or a problem at hand and chooses from a pool of possibilities to reach the simplest solution. It involves an individual's creativity and decision making abilities. Following are the steps followed while solving a problem:-

1) **Identifying the problem**

It is important to have clarity about what the problem at hand and what it demands. The resources required to solve the task and the kind of solutions that have been used before and have been successes and failures.

2) **Forming a strategy**

The approach to solving the problem will depend upon the environment and the available resources. It will differ from individual to individual since they will their own preferences and set schemes.

3) **Organizing Information**

As stated before, it is important to gather as much information as possible and organizing it, segregating it to identify the gaps. Whether it's a top down approach, one should be able to identify the source of the problem.

4) Allocating resources and monitoring the process

Once you know the problem, its source and have organized the information, allocate the resources such as time, money etc including past experiences and future impacts. For effective solutions, one also needs to monitor the progress of the approach to avoid being caught in the vicious circle of escalation of commitment.

5) Evaluating the solution

Once the task at hand has been solved, what is its present and future impact? It can be immediate such as solving a math problem or a long term process such as a learning curve.

➤ **THINKING SKILLS**

- ✓ Thinking can refer to the act of producing thoughts or the process of producing thoughts.
- ✓ The mind is the idea while thinking processes of the brain involved in processing information such as when we form concepts, engage in problem solving, to reason and make decisions.
- ✓ *According to Garrett*, "Thinking is a behavior which is often implicit and hidden and in which symbols are ordinarily employed."
- ✓ Thinking is the human process of using knowledge and information to make plans, interpret and model the world, and constructively interact with and make predictions about the world in general.

✦ **DIMENSION OF THINKING**

1) Positive thinking

Positive thinking is a mental attitude in which you expect good and favorable results. In other words, positive thinking is the process of creating thoughts that create and transform energy into reality. A positive mind waits for happiness, health and a happy ending in any situation.

2) Creative thinking

Creative thinking means thinking about new things or thinking in new ways. It is "thinking outside the box." In other words, a way of looking at problems or situations from a fresh perspective that suggests unorthodox solutions.

3) Lateral thinking

Lateral thinking is solving problems through an indirect and creative approach, using reasoning that is not immediately obvious and involving ideas that may not be obtainable by using only traditional step-by-step logic. In short, a way of solving a problem by thinking about it in a different and original way and not using traditional or expected methods.

4) Critical thinking

Critical thinking is the intellectually disciplined process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and/or evaluating information gathered from, or generated by, observation, experience, reflection, reasoning, or communication, as a guide to belief and action.

★ CRITICAL THINKINGS

Critical thinking is that mode of thinking — about any subject, content, or problem — in which the thinker improves the quality of his or her thinking by skillfully analyzing, assessing, and reconstructing it. Critical thinking is self-directed, self-disciplined, self-monitored, and self-corrective thinking.

Elements of critical thinking

1) Identification of premises and conclusions

Critical thinkers break arguments into basic statements and draw logical implications.

2) Clarification of arguments

Critical thinkers locate ambiguity and vagueness in arguments and propositions.

3) Establishment of facts

Critical thinkers determine if the premises are reasonable and identify information that has been omitted or not collected. They determine if the implications are logical and search for potentially contradictory data.

4) Evaluation of Logic

Critical thinkers determine if the premises support the conclusion. In deductive arguments, the conclusions must be true if the premises are true. In inductive arguments, the conclusions are likely if the premises are true.

5) Final evaluation

Critical thinkers weigh the evidence and arguments. Supporting data, logic and evidence increase the weight of an argument. Contradictions and lack of evidence decrease the weight of an argument. Critical thinkers do not accept propositions if they think there is more evidence against them or if the argument is unclear, omits significant information, or has false premises or poor logic.

★ LATERAL THINKINGS

Lateral thinking is a mental process of generating ideas and solving problems by looking at a situation or problem from a unique perspective.

In short, it provides a deliberate, systematic process that results in innovative thinking.

Techniques of lateral thinking

1) **Alternative**

This technique is about using concepts as a breeding ground for new ideas. By thinking of a variety of ways to implement a concept is one way to generate ideas. Further assessed each specific idea to generate additional concepts. Establishing a new concept creates a whole new way for generating more ideas.

2) **Focus**

This technique is about learning when and how to change focus to improve the creative efforts. This area focuses on areas that other people have not bothered to think about. Doing so may lead to a breakthrough idea simply because you pay attention to that area.

3) **Challenge**

This technique is all about breaking free from the limits of traditional thinking and the accepted ways of doing things. It is based on the assumptions that there may be a different and better way to do something even if there is no apparent problem with the current way.

4) **Random Entry**

It is about using unconnected input to open up new lines of thinking. It draws on your mind to find connections between seemingly unrelated things. By this you can use randomly chosen words, sounds, pictures or others to open new lines of thinking.

5) **Provocation and Movement**

This generating thoughts that are provoking and using them to build new ideas. It is a process that enables to think outside the box in order to get compelling list of innovative ideas to consider.

6) Harvesting

It involves selecting specific ideas that seem practical and have the most value then reshaping them into practical solutions.

7) Treatment of Ideas

It involves shaping and strengthening ideas. This is best for working with starter ideas to make them more specific and practical for a given situation.

✦ POSITIVE THINKING

Positive thinking is a mental and emotional attitude of expecting good and favorable results, and not getting discouraged when plans do not proceed as expected.

It is an attitude of focusing on the good and positive in a situation, and not on the negative. With this frame of mind, you don't accept defeat, and do not allow anything negative to affect your mood and state of mind.

Importance of Positive Thoughts

1) Positive thinkers cope with stress faster and more effectively

If an unpleasant situation happens, they concentrate on solving it rather than thinking that the things are out of their control. Actually, they are less subjected to stress as they don't have a habit to concentrate on their negative thought.

2) Better health

It's proven that those who think positively live longer and feel better than those who don't. All negative emotions reflect immediately on our body, and when we are stressed and have depressive thoughts, we face sleep problems, our muscles become tense, we become anxious and feel dissatisfied with everything. And as we get rid of the destructive thought, we also get rid of their physical result.

3) You have better relationships with people

Positive and open people make a better first impression and usually have a lot of friends. People usually are attracted to positive persons and want to maintain a friendship with them, that's why positive thinkers have an active social life. The same goes for romantic relationships, as such people attract more attention of the opposite sex.

4) A positive way of thought lets you be more focused and concentrated

When you realize that the problem is not the end of the world, you learn to stay more focused when you face the problems. As a result, you can make the right decisions even in the difficult situation.

5) More confidence

A positive way of thought learns you to be more confident. You don't want to pretend and be someone else, you learn to love yourself and to be yourself, and it boosts your confidence.

6) Positive thinkers are more successful in life

Positive people tend not to concentrate on their failures and see more life opportunities. They are open to learning and trying something new. That's why they are more successful in their careers.

✦ NEGATIVE THINKING

Negative thinking is a thought process where people tend to find the worst in everything, or reduce their expectations by considering the worst possible scenarios.

Negative thoughts are cognitions about the self, others, or the world in general that are characterized by negative perceptions, expectations, and attributions and are associated with unpleasant emotions and adverse behavioral, physiological, and health outcomes.

Effects of Negative Thinking

- **Feeling down**

The extent of negative feelings can go from anger, frustration, irritability, to even anxiety and depression, passing through many other feelings, none of them pleasant.

- **Physical effects**

The body lowers its defenses, as negativity subtracts from our energy.

Because of the emotional negative state we're in, it's also easier to see oneself less attractive and not care for our physical needs. Besides, an extreme negative emotional state can cause eating disorders: from over eating to a complete lack of appetite and not eating enough (and not caring about it).

- **Closing oneself down to possibilities and the flow of abundance**

When we are in a negative state we do not attract those elements that would make our lives advance; rather we attract the circumstances that support us in thinking something is wrong, and we get stuck. Simply put, when we stay thinking negative, we attract negative emotions and events. Thus when one is in a negative state everything seems to go wrong.

- **A negative effect on others**

Think about when a relative, a friend or someone at work seems to be having a bad day and how you feel when you spend time with them. You could be making others feel the same way when you are wrapped in your own negative thoughts.

- **It's a waste of time!**

By looking at all the effects of negative thinking we can't able to get one single benefit of thinking negatively and being in a negative mood. Any other than the realization that it's much better to think positively, negative thinking doesn't contribute to our lives; rather it detracts.

UNIT2- PERSONALITY

⇒ PERSONALITY

✦ MEANING AND DEFINITION

- ✓ The word personality is derived from Latin word called “persona” means a “mask” or “personare” means “to speak through”.
- ✓ Personality is the characteristics, qualities, skills, competencies and outward appearances of individuals.
- ✓ In other words, personality is a way to respond people, situations, and things that are consistent (more or less).
- ✓ In short, Personality is the psychological factor that influences individual behavior.

Many people view the term personality in the following ways:-

- ✓ *According to Gordon Allport* – “personality is the set of traits and behaviors that characterize an individual”.
- ✓ *According to Stephen Robbins* – “Personality is a dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognitions, motivations, and behavior in various situations”.
- ✓ *According to Munn* – “Personality as the most characteristic integration of an individual’s structure, modes of behavior, interest, attitude, capacities, abilities, and aptitudes”.
- ✓ *According to Floyd L Ruch*. “personality includes external appearance and behavior, inner awareness of self as a permanent organizing force and the particular pattern or organization of measurable traits, both inner and outer.”

✦ TYPES OF PERSONALITY

1) Sanguine type

This type of personality characterized by spontaneity, optimism, enthusiasm, high energy, mental flexibility and curiosity. These people often have very express”, “fun”, “active”, “travel” and similar.

2) Phlegmatic type

These people are mainly defined by their social skills, such as their ability to express themselves and read other people face expressions and body language. They are nurturing, sympathetic, agreeable and emotionally expressive.

3) Choleric type

These people are direct, focused, tough, analytical, logical and strategic. They have a great deal of courage and like to complete.

4) Melancholic type

Melancholic tend to be calm, loyal and orderly, just as their personality name sounds. They are cautious and conventional. Their favorite words are “family”, “loyal”, “respect”, “caring”, “values” and “moral”.

5) Mesomorph

These people are well built with heavy and strong muscles appear predominantly. They are physically active, noisy, adventurous by nature.

6) Ambiverts

There are only few people who are pure introverts or pure extraverts. The remaining majority of people posses both the qualities of introverts and extraverts.

7) Asthenic type

These people will have a slender or slim body. They will have the personality traits of introverts. These people are more prone to suffer from a serious mental disorder called *Schizophrenia*.

8) Dysplastic type

These people will have unproportionate body. This disproportion is due to hormonal imbalance. Their behavior and personality are also imbalanced.

9) Endomorph

These people will have soft, fat and round body, having predominance of abdominal region. They are sociable and relaxed.

10) Ectomorph

These are the people who are tall, thin and flat chested, having the skin, bones and neural structure predominantly. They are shy, reserved and self-conscious.

11) Pyknic

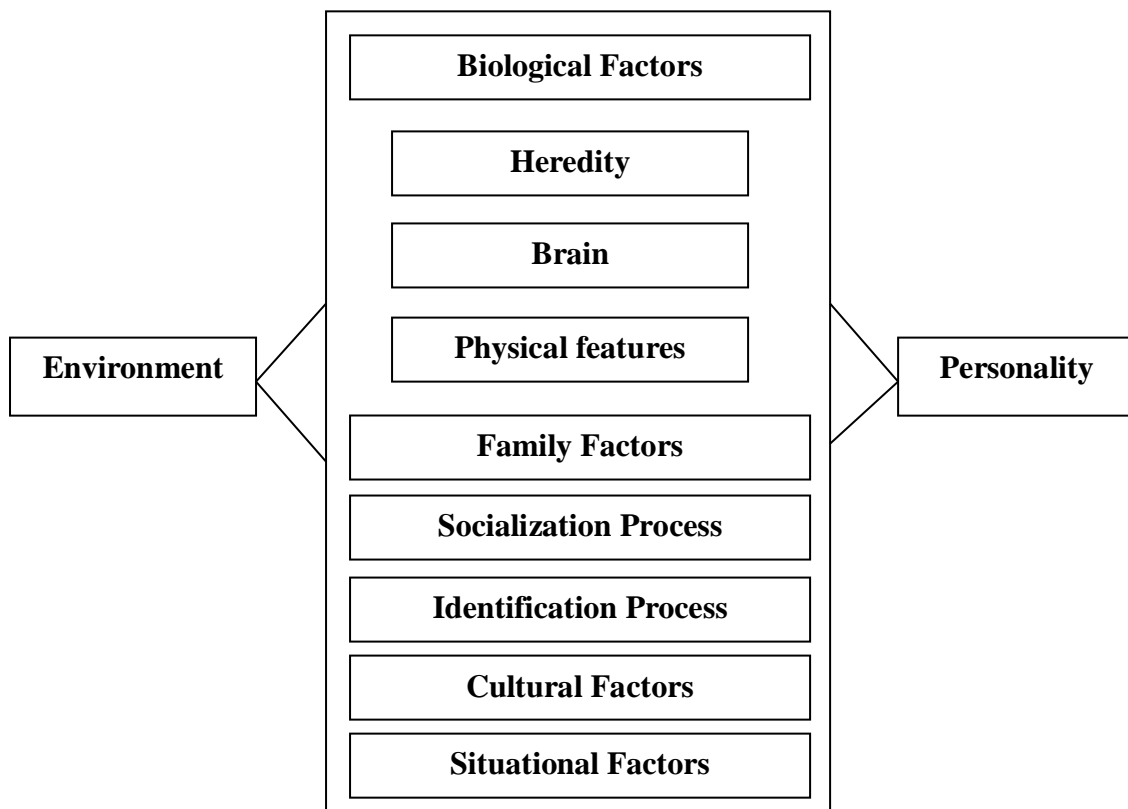
They are a kind of extrovert personality. They have a short and round body. These people are usually suffers from mental disorder i.e. *Manic Depressive Psychosis (MDP)*.

12) Athletic

These people are having strong body. They are energetic and aggressive, adventurous and balanced.

✦ DETERMINANTS OF PERSONALITY

Different theories propose different factors that determine an individual personality. The most popular research work done by Freud deals with the identification of Self-concept. However the major determinants of personality are heredity, environment and situation.



I. Environment

Environment refers to the surroundings in which the individuals are brought up. The environmental factors relating to the formation of personality includes culture, family, society upbringing and experiences.

1) Family factor

Family is one of the significant factors that have an impact on personality development. Families influence the behavior of a person especially in the early stages. The nature of such influence will depend upon the following factors:

- ✓ Socio-Economic level of the family
- ✓ Family size
- ✓ Birth order
- ✓ Race
- ✓ Religion
- ✓ Parent's education level
- ✓ Geographic location.

Empirical evidence also suggests that the home and family environment, created by the mother and the father as well as their own behavior is highly influential on personality development.

2) Socialization Process

Socialization is a process by which an infant acquires from the enormously wide range of behavior potentialities that are open to him/her at birth, those behavior patterns that are customary and acceptable to the family and social groups. Initially socialization starts with the contact between mother and her new infant. Later on other members of the family also influence the socialization process.

3) Identification Process

The identification process occurs when a person tries to identify himself/herself with some person to whom he/she feels ideal in the family.

4) Cultural factor

It is a unique system of perception, belief, values, norms, pattern of behavior of individual in a given society.

Culture is the factor which determines the decision-making power of an individual. It generally determines attitude towards independence, aggression, competition and cooperating.

5) Situational factor

Situational factors also play a very important role where situation exerts an important press on the individual. It exercises constraints and may provide push. This aspect is very important for organization because manager has control over the organizational situation.

II. Personality

GENES is the important element that influences our behavior because our brain and the chemicals that operate within it are made by genes. The genetics of behavior is complex because personalities are complex. However personality includes the following:-

6) Biological factor

The study of biological contribution to personality can be divided into 3 major categories:-

a. Heredity

Heredity is the transmission of qualities from the ancestor to descendent through a mechanism primarily lying in the chromosomes of the germ cell.

b. Brain

The structure of the brain determines personality though no conclusive proof is available so far about the role of brain in personality formation.

c. Physical features

The third biological factor determining personality formation is physical characteristics and rate of maturation. An individual external appearance, which is biologically determined, is an important ingredient of personality.

➔ **SELF-ESTEEM/SELF-WORTH/SELF-REGARD/SELF-RESPECT/SELF-INTEGRITY**

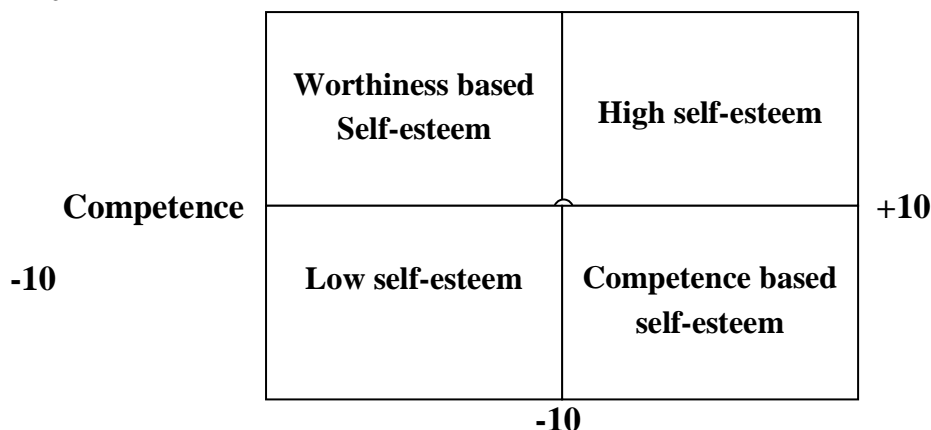
✦ **MEANING AND DEFINITION**

- ✓ Self-esteem reflects a person's overall subjective emotional evaluation of his or her own worth. It is a judgment of oneself as well as an attitude toward the self. Self-esteem encompasses beliefs about oneself as well as emotional states, such as triumph, despair, pride and shame.
- ✓ *According to Smith and Mackie*, "the self-concept is what we think about the self; self-esteem is the positive or negative evaluations of the self, as in how we feel about it".
- ✓ *According to Maslow*, "self-esteem is the one which manifests in respect we deserve for others, more than renown, fame and flattery".
- ✓ In short, self-esteem is a favourable or unfavourable attitude towards self.

✦ TYPES OF SELF-ESTEEM

Worthiness

+10



1)

Low self-esteem

At -10, -10 sits a person who has a poor belief in both their self-worth and competence. They basically have constant feelings of insecurity, are very cautious, timid, have poor initiative, avoid conflict, and suffer with a lot of anxiety and depression.

2) High self-esteem

At +10, +10 is a person who has a good belief in their competence and worth. They generally feel good about themselves, are open to new experiences, feel accepted, and are pleasant to be around. They have a high competence level, which means they have the skill set to succeed in life and show good mental health, happiness and are secure in their own identity.

3) Worthiness based self-esteem

+10, -10 individuals that fit into this quadrant base their self-esteem on how others view them and how they view themselves. They make up for their perceived lack of competence by denying short-comings, minimizing failures and surrounding themselves with people who accept them.

4) Competence based self-esteem

-10, +10 these individuals measure how they feel about themselves by their achievements and successes. They compensate for their lack of worth by exaggerating the importance of their successes.

✦

SIGNS AND SYMPTOMS

1) Codependency

Codependency is characterized by sacrificing one's personal needs in order to try to meet the needs of others and is associated with passivity and feelings of shame, low self-worth, or insecurity. Other signs and symptoms of codependency are:-

- Sensitivity to criticism.
- Excessive focus on the needs of others.
- Failure to meet personal needs.
- Discomfort with receiving attention or suffering of others.
- Reluctance to share true thoughts or feelings of fear of displeasing others.

2) Social anxiety/Phobia

Social anxiety, also known as social phobia, can be described as a fear of social situations or of interacting with people other than one's close friends and family. There are two types of social anxiety and are:-

a) **Generalized:** A person with generalized social anxiety tends to avoid most social situations out of fear of negative judgement.

b) **Non-generalized:** Here, the person does not experience a significant amount of anxiety when not in a certain type of social situation, such as going on a date or attending a party.

Signs and symptoms of social anxiety are:-

- Sweat.
- Shortness of breath.
- Increase heart rate.
- Shaking.
- Anxious thoughts.

3) **Anxiety**

It is defined as nervousness, apprehension, and self-doubt that may or may not be associated with real-life stressors. Anxiety symptoms are:-

- Irritability.
- Frustration.
- Restlessness.
- Sweating.
- Headache.
- Digestive problems.

4) **Depression**

Depression is a sad or discontented mood can leave a person feeling lethargic, unmotivated, or hopeless. In some cases, depression can lead to suicidal ideation. Depression often occur in two forms i.e. more chronic and a mild-to-moderate form of depression. Signs and symptoms of depression are:-

- Thoughts of suicide.
- Anger.
- Feelings of hopelessness.
- Changes in weight or eating habits.
- Muscle pain or headache.

5) **Inadequacy**

Inadequacy means not being good enough-is experienced by everyone at one point or another. But when feelings of inadequacy- low self-worth, incompetence, powerlessness and even shame are in common. Signs and symptoms are:-

- Over eating.
- Over spending.
- Isolate.
- Fear of rejection.
- Feelings of powerlessness.
- Anxiety, particularly with regards to performance.

6) **Perfectionism**

Perfectionism defined as the need to be or appear to be perfect, perfectionism is typically viewed as a positive trait rather than a flaw. Perfectionism is not the same thing to be your best. Perfection is not about healthy achievement and growth. Perfectionism includes:-

- Spending 30 minutes writing and rewriting a two-sentence email.
- Believing that missing two points on a test is a sign of failure.
- Holding oneself to the standards of other's accomplishments, or comparing oneself unfavorably and unrealistically to others.
- Difficulty being happy for others who are successful.

7) **Self-Sabotaging**

Self-Sabotaging means acting in ways that are not in one's own best interest. It falls into categories:-

- a) ***The floaters:*** Unable or unwilling to take charge of their lives or make changes, they float through life taking what comes their

way. They tend to repeat their mistakes, unaware of their self-defeating behavior and unable to do things differently.

b) **The needy:** They rely on others for direction in their lives, defer to others, try to please others to be liked, who act as though they need help, who don't respect themselves or feel they have worth.

8) **The workaholics**

These low self-esteem suffers know they have ability and skills to be successful in their careers and put the majority of their time and energy into making that happen in order to feel good about themselves. Workaholics often don't have time for a personal life or ignore and neglect those who are in their lives. Often they become overachievers.

9) **Unreasonable expectations**

Low self-esteem suffers often "test the love and devotion" of people they are with, throwing out cues as to what they want or need and then expecting their partner's friends, and family to pick up these cues and supply what's wanted or needed. In this way they set themselves up with unreasonable expectations and are often disappointed something they internally digest as the other person "not caring."

★ **ADVANTAGES OF SELF-ESTEEM**

1) **You become resilient**

You gain that ability to bounce back from situations that have been difficult to deal with in the past. You learn from your mistakes and re-approach the situation with more learning and confidence.

2) **You become happy**

To be happy in life and project a vibrating sense of joy and charisma one should radiate a wonderful sense of happiness and thereby brights up the world wherever you go.

3) **You become self-assured**

Nothing will ever stop you from standing your ground and protecting your loved ones with a powerful self-assurance that is unshakable! Self-assurance isn't only useful when you are in confrontational situations, but is also very handy when you need to take the lead in a social project or challenge. People will eventually look up to you as someone to follow as a leader.

4) You become respectful to others

Once you have healthy self-esteem you start to respect yourself and your emotions! With this new skill you are able to respect others also! To respect yourself is knowing how to respect others and with this self-esteem trait people will be able to trust you and rely on yourself if you ever feel down.

5) You become motivated to achieve your goals

Your life's goals and dreams are very important to you; They are a part of you and signify your ability to grow and achieve as a human being. With core self-esteem you are able to unleash your personal power and drive yourself to manifest the life you desire! You deserve to live the life your dreams, and with healthy self-esteem you are able to make your dreams come true with unstoppable confidence.

6) You become lovable and feel loved by yourself

One of the most important traits of self-esteem is feeling love and your ability to spread love to others. Love is probably the most powerful force on the planet! Love stops wars, love creates children, love causes people to get married and love brings people together. Love not only heals your pain, it will heal the pain of others around you.

7) Valuing honesty in self and others

People with low self-esteem may use dishonesty to protect themselves but people with high self-esteem know that they can hack the consequence of telling the truth. Being a basically honest person takes no effort when you have integrity, which correlates with healthy self-esteem.

8) Caring about physical health

Appropriate concern for your physical health is a sign of self-esteem because such concern is only possible if you value yourself. To neglect, abuse or otherwise mistreat your own body is to refuse responsibility for the quality of your life.

9) Avoiding self-destructive behaviors

There are many ways to self-destruct. Addictions, poor financial decisions, reckless driving and dangerous relationships are just a few. People who like

themselves avoid situations and people that spell trouble, because inviting trouble doesn't make sense to those who value themselves and their quality of life.

10) Avoid comparing yourself to others

This only leads to insecurity. Accept that everyone is different and remember where your strengths lie.

11) Take care of your appearance

People with a poor body image often stop making an effort, believing there is 'no point'. Do three positive things today for your looks.

12) Be proactive

If there is some truth in it, learn from what's being said, rather than beating yourself up about it. Constructive criticism can be exactly that provided you take the comments on board and make changes for the better.

13) Be selfish sometimes

At least think about your needs for a change. People with a healthy self-esteem know when it's important to put themselves first.

➔ **SELF-AWARENESS/SELF**

KNOWLEDGE/INTROSPECTION

✓ Self-awareness is having a clear and realistic perception of who you are. Self-awareness is not about uncovering a deep dark secret about yourself, but understanding who you are, why you do, what you do, how you do it, and the impact this has on others.

✓ Self-awareness is defined as the accurate appraisal and understanding of your abilities and preferences and their implications for your behavior and their impact on others.

✓ In other words, self-awareness is the capacity for introspection and the ability to recognize oneself as an individual separate from the environment and other individuals.

✓ By analyzing the above we can define, self-awareness is about understanding your own needs, desires, failings, habits, and everything else that makes you tick. The more you know about yourself, the better you are at adapting life changes that suit your needs.

**BUILDING SELF-AWARENESS****1) Put the time in**

Self-awareness is not learned in a book, but achieved through self-reflection. Use what you have learned about yourself to inform decisions, behaviors, and interactions with other people.

- What are the feelings you are more experience?
- What do you value most?
- How do you respond stress?
- How do the difference roles you play in your life make you feel?

2) Focus on your choices

What can you learn from your past triumphs and mistakes? Why did you make a particular decision? How did this choice make you feel?

3) Ask for feedback

Self-awareness is as much about acknowledging what you still need to learn as it is about identifying your strengths. Asking for feedback on your performance, behavior, interactions can serve to improve your future actions and responses. Feedback can also identify aspects of your behavior you aren't seeing clearly.

4) Record

Allows you to reflect on daily thoughts, feelings, perceptions, choices, behaviors and interactions with others. Be honest with yourself. Reflecting on your experiences allows you to learn something that can guide your personal development so think about it and write it down.

5) Label your emotions

Feelings can be expressed using one word, but are often held back. Use the below inventory of feelings to practice labeling what you experience in different situations throughout your day. Your feelings provide insight into your thoughts and actions, as well as allow us to better relate with others. You may also recognize trends in how you are feeling which can teach you something about yourself.

6) Perform a self-review

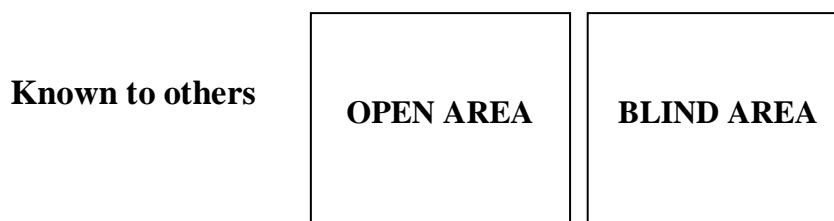
The self-review is one of those annoying little things we all do at work, but you can make them beneficial if you think of them more as a thought experiment. Instead of spending your time thinking about what you should improve about yourself, think about what you boss thinks you should do and what co-workers

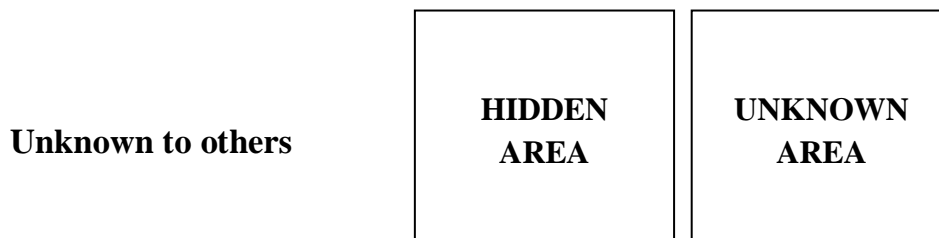
might say. This way, you can see yourself from someone else's perspective and gain a little extra insight into yourself.

- ✦ **JOHARI'S WINDOW: SELF-AWARENESS**
- ✓ A Johari Window is a psychological tool created by Joseph Luft and Harry Ingham in 1955.
 - ✓ This model is designed to help people to understand the relationships that they have and for improving communication.
 - ✓ In other words, this model is used to enhance the individual's perception on others.
 - ✓ This model depicts a window through which communication flows as we give and receive information about ourselves to others. This window represents feelings, experiences, views, attitude, skills, intentions and motivations etc.
 - ✓ This window includes:
 - Self- "oneself"
 - Others- "Other people"
 - Four perspectives- "Region or Quadrant".

- ✓ Johari Window

Known to self Unknown to self





It is necessary to improve self-awareness and personal development among individuals when they are in a group. The 'Johari' window model is a convenient method used to achieve this task of understanding and enhancing communication between the members in a group.

✓ The Johari Window explained below in detail:-

1) **Open/self area**

Here the information about the person his attitudes, behavior, emotions, feelings, skills and views will be known by the person as well as by others. This is mainly the area where all the communication occur and the larger the arena becomes the more effectual and dynamic the relationship will be.

2) **Blind area or blind spot**

Information about yourself that others know in a group but you will be unaware of it. Others may interpret yourselves differently than you expect. The blind spot is reduced for an efficient communication through seeking feedback from others.

3) **Hidden area**

Information that is known to you will be kept unknown from others. This can be any personal information which you feel reluctant to reveal. This includes feelings, past experiences, fears, secrets etc. We keep some of feelings and information as private as it affects the relationships and thus the hidden area must be reduced by moving the information to the open areas.

4) **Unknown area**

The information which are unaware to yourselves as well as others. This includes the information, feelings, capabilities, talents etc. This can be due to traumatic past experiences or events which can be unknown for a lifetime. The person will be unaware till he discovers his hidden qualities and capabilities or through observation of others. Open communication is also an effective way to decrease the unknown area and thus to communicate effectively.



SELF-CONFIDENCE

- ✓ Self-confidence is confidence in oneself i.e. in one's abilities and worth, including the ability to cope with one's limitations and problems."
- ✓ In other words, it is a belief that you can handle a certain situation correctly.
- ✓ Self-confidence is commonly used as self-assurance in one's personal judgment, ability, power etc.
- ✓ Self-confidence includes the following characteristics:-
 - It is never inherited, it's learned.
 - It is not a general trait.
 - It is not constant with time.
 - It may be independent of external factors like being rich or having someone who loves you back.

★ **BUILDING SELF-CONFIDENCE**

1) **Dress nicely**

If you choose clothing and accessories that fit you well, suit your industry and lifestyle, and make you feel good, this will automatically increase your confidence level.

2) **Think positive and kill negative thoughts**

Positive energy leads to positive outcomes, so set your mind to the can-do side of any situation, avoiding the negative self-talk that can make you feel less confident. Smile, laugh and surround yourself with happy, positive people this will boost your confidence.

3) **Get to know yourself**

Get to know yourself. Start listening to your thoughts. Start writing a journal about yourself, and about the thoughts you have about yourself, and analyzing why you have such negative thoughts and then think about the good things about yourself, the things you can do well, the things you like.

4) **Be kind and generous**

Be kind to others and generous with yourself and your time and what you have, is a tremendous way to improve your self-image. You start feel good about yourself, and to think that you are a good person.

5) **Get prepared**

It's hard to be confident in yourself if you don't think you'll do well at something. Beat that feeling by preparing yourself as much as possible the you will be confident.

6) Speak slowly

A person in authority, with authority, speaks slowly. It shows confidence. A person who feels that he isn't worth listening to will speak quickly, because he doesn't want to keep others waiting on something not worthy of listening to. Even if you don't feel the confidence of someone who speaks slowly, try doing it a few times. It will make you feel more confident.

7) Smile

Another way of building confidence is to smile. It helps to be kinder to others as well. A little tiny thing that can have a chain reaction is only smile. Smile is not a bad investment of your time and energy.

8) Empower yourself with knowledge

Empowering yourself, in general, is one of the best strategies for building self-confidence. One of the surest ways to empower yourself is through knowledge. Build knowledge by doing more research and studying and thereby build competence and get prepared there you become confident.

9) Get active

Doing something is almost always better than not doing anything. Of course, doing something could lead to mistakes... but mistakes are a part of life. It's how we learn without mistakes, we'd never get better. So don't worry about those. Just do something and accomplish it.

10) Work on small things

Trying to take on a huge project or task can be overwhelming and intimidating for anyone. Instead, learn to break off small chunks because small little achievements make you feel good and confident.

➔ **NEURO-LINGUISTIC PROGRAMMING (NLP)**

- ✓ Neuro-linguistic programming (NLP) is an approach to communication, personal development, and psychotherapy created by Richard Bandler and John Grinder in California, United States in the 1970s.

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- ✓ NLP's creators claim there is a connection between neurological processes (neuro-), language (linguistic) and behavioral patterns learned through experience (programming), and that these can be changed to achieve specific goals in life.
 - ✓ "A model of interpersonal communication chiefly concerned with the relationship between successful patterns of behavior and the subjective experiences (esp. patterns of thought) underlying them" and "a system of alternative therapy based on this which seeks to educate people in self-awareness and effective communication, and to change their patterns of mental and emotional behavior."
 - ✓ NLP is the practice of understanding how people organize their thinking, feeling, language and behavior to produce the results they do.
 - ✓ In other words, Neuro-linguistic programming (NLP) is a psychological approach that involves analyzing strategies used by successful individuals and applying them to reach a personal goal.

➔ DALE CARNEGIE'S AND PERSONALITY PORTFOLIO

Dale Harbison Carnegie born in November 24, 1888 and died at November 1, 1955. He was an American writer and lecturer and the developer of famous

courses in self-improvement, salesmanship, corporate training, public speaking, and interpersonal skills.

✦ SIX SECRETS TO MAKE PEOPLE LIKE YOU

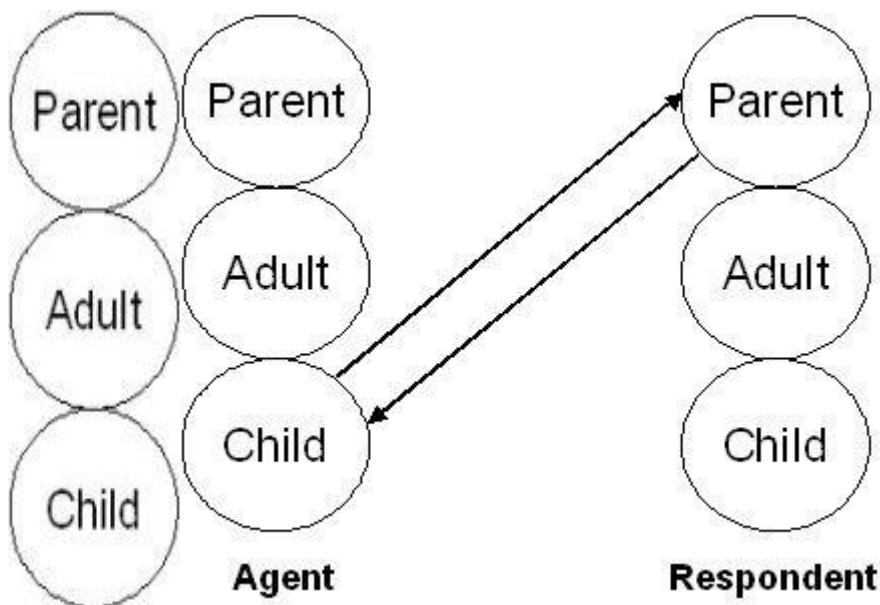
- 1) **Become genuinely interested in other people:-** To briefly summarize this point, be like a dog. Dogs are genuinely thrilled to see their human companions return, and shower their friend with love, expecting nothing in return. The pup is simply excited to see it's master and has no inhibition about displaying that excitement. Note that dogs have no trouble making friends.
- 2) **Smile:-** Have you ever received a bright, warm, genuine smile and not liked it? Usually there is only a negative feeling if it comes from someone you don't like prior to the smile. A pleasant smile expresses that you are happy to see someone and that you genuinely like them. Most often, the smile and warm feelings will be returned.
- 3) **Remember that a person's name is the sweetest and most important sound in any language:-** Have you ever had your name misspelled, mispronounced, or forgotten? Generally we don't take it too hard, but it certainly doesn't feel good. Take it a step further though. Have you ever met someone that messed up your name every single time? You don't much care for that person, do you? People care more about their own name more than they care about any other name on Earth. If you can remember it, spell it correctly, and pronounce it with ease, you will win their heart every time.
- 4) **Be a good listener:-** Encourage others to talk about themselves. This one is sort of a two-parter. The first part is to be a good listener. Good listeners are harder to come by than ever. Everyone feels compelled to say something in every situation, so as to appear "in the know". That's not meant to insult, but rather to identify the secret. Having the ability to let them do the talking will have them calling you a lovely conversationalist. Some of the best compliments I've had about my conversational skill or personality came from moments where I hardly spoke. The second part, however, takes place when you do have to speak. Complete every answer you give with a question about the other person. By encouraging them to talk about themselves, you are allowing them to spend time on their favorite subject. People tend to like talking to someone about what they like. Which brings us to the next point.
- 5) **Talk in terms of the other person's interests:-** Have you ever disliked someone that took a genuine interest in the same things you like? Isn't it exciting to answer questions about your favorite hobby, author, or television

show? When you talk to others about their interests, they bubble with enthusiasm. They also feel a connection to you and will call you “friend”.

- 6) **Make the other person feel important – and do it sincerely:-** Think about the things you want deep down. You want the approval of others. You want to matter in the world. You want to feel loved. You want to be liked. You’re not the only one that feels that way. This secret is the golden rule in action: do unto others as you would want done unto you. Treat people the way you want to be treated. Ask nothing in return.

➤ TRANSACTIONAL ANALYSIS

- ✓ Transactional Analysis was founded by Eric Berne.
- ✓ In the 1950's Eric Berne began to develop his theories of Transactional Analysis. He said that verbal communication, particularly face to face, is at the centre of human social relationships and psychoanalysis.



- ✓ His starting-point was that when two people encounter each other, one of them will speak to the other. This he called the *Transaction Stimulus*. The reaction from the other person he called the *Transaction Response*.
 - ✓ The person sending the Stimulus is called the *Agent*. The person who responds is called the *Respondent*.
- ✓ **Modern transactional analysis theory**

- 1) **Parent:-** Parent is now commonly represented as a circle with four quadrants:

- **Nurturing** - Nurturing (positive) and Spoiling (negative).
- **Controlling** - Structuring (positive) and Critical (negative).

2) **Adult**:- Adult remains as a single entity, representing an 'accounting' function or mode, which can draw on the resources of both Parent and Child.

3) **Child**:- Child is now commonly represented as circle with four quadrants:

- **Adapted** - Co-operative (positive) and Compliant/Resistant (negative).
- **Free** - Spontaneous (positive) and Immature (negative).

✓

1) Parent

This is our ingrained voice of authority, absorbed conditioning, learning and attitudes from when we were young. We were conditioned by our real parents, teachers, older people, next door neighbours, aunts and uncles, Typically embodied by phrases and attitudes starting with 'how to', 'under no circumstances', 'always' and 'never forget', 'don't lie, cheat, steal', etc. Our parent is formed by external events and influences upon us as we grow through early childhood. We can change it, but this is easier said than done.

Physical - angry or impatient body-language and expressions, finger-pointing, patronising gestures,

Verbal - always, never, for once and for all, judgmental words, critical words, patronising language, posturing language.

✓ Child

Our internal reaction and feelings to external events form the 'Child'. This is the seeing, hearing, feeling, and emotional body of data within each of us.

When anger or despair dominates reason, the Child is in control. Like our Parent we can change it, but it is no easier.

Physical - emotionally sad expressions, despair, temper tantrums, whining voice, rolling eyes, shrugging shoulders, teasing, delight, laughter, speaking behind hand, raising hand to speak, squirming and giggling.

Verbal - baby talk, I wish, I want, I'm gonna, I don't care, oh no, not again, things never go right for me, worst day of my life, bigger, biggest, best, many superlatives, words to impress.

✓ **Adult**

'Adult' is our ability to think and determine action for ourselves, based on received data. The adult in us begins to form at around ten months old, and is the means by which we keep our Parent and Child under control. If we are to change our Parent or Child we must do so through our adult.

Physical - attentive, interested, straight-forward, tilted head, non-threatening and non-threatened.

Verbal - why, what, how, who, where and when, how much, in what way, comparative expressions, reasoned statements, true, false, probably, possibly, I think, I realise, I see, I believe, in my opinion.

UNIT3: LEADERSHIP

☞ MEANING AND DEFINITION OF LEADERSHIP

- ✓ Leadership is the art of motivating a group of people to act towards achieving a common goal.
- ✓ Leadership is the ability to buildup confidence and zeal among people and to create an urge in them to be led.
- ✓ *According to Dubin R-* “Leadership is the exercise of authority and making of decision.”
- ✓ *According to Max Richard,* “Leadership one form of dominance, in which the followers more or less willingly accept direction and control by another person.”

✦ STYLES OF LEADERSHIP

1) Autocratic or Authoritarian style leader

Autocratic leadership is a management style wherein one person controls all the decisions and takes very little inputs from other group members. This leadership further divided into the following:-

- a. Tough Autocratic:* The leader who believes in only telling and ordering the sub-ordinates. The sub-ordinates are supposed to obey the leader without questioning.
- b. Benevolent Autocratic:* This type of leader act as a fatherly figure and assumes that only he is in the knowledge of things and is the right person to take decisions.

2) Laissez-faire or free- rain style leader

Free-rain leadership, also called Laissez-Faire, is a type of leadership style in which leaders are hands-off and allow group members to make the decisions. Managers set objectives and employees are free to do whatever is appropriate to accomplish those objectives.

3) Democratic or participative style leader

Democratic leadership, also known as participative leadership or shared leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process.

4) Bureaucratic or rules-centered leadership

Bureaucratic leadership is leadership based upon fixed official duties under a hierarchy of authority, applying a system of rules for management and decision-making.

5) Manipulative leadership style

This style of leadership is based on the belief that employees are persons who should be manipulated by the leader so that his goal may be attained. It exploits the aspirations of the employees.

6) Paternalistic leadership style

The way a paternalistic leader works is by acting as a parental figure by taking care of their subordinates as a parent would. In this style of leadership the leader supplies complete concern for his followers or workers. In return he receives the complete trust and loyalty of his people.

✦ COMPONENTS OF LEADERSHIP

1) Honesty and Integrity

Great leaders create an organizational culture built on these two core values and hold all employees accountable to them. Without honesty and integrity as fundamental cornerstones of an organization, they will rarely succeed long term. Effective leaders must also be trustworthy. They are recognized for always telling the truth and for practicing the highest standards of ethical conduct. Good leaders readily admit their mistakes. Although difficult to do, this shows they are honest and can be trusted.

2) Vision

Outstanding leaders see the whole picture and do not get too focused on specific tasks or initiatives. They have deep knowledge of related industries/organizations and are seen as strategic thinkers. They often have strong networks and consistently identify important trends early in their life cycle. They are very good at communicating a vision of the future and getting organizational buy-in.

3) Dynamic Communication

Conversations take place at all levels of energy. Each paragraph, each sentence, and each word depending upon how it is said, as well as everything that is not said out loud, will impact a leader's ability to engage his or her audience, shift their energy, and inspire the individuals to complete a task, mission, or journey.

4) Conflict/Challenge Resolution

Life is cyclical. At times you are accomplishing something substantial, feeling confident, and on top of the world. At other times your life can be filled with events, situations, and people, or a combination of all of them that complicate matters. Just because life is filled with challenges, depending upon your frame of reference, your response to this apparent chaos will be significant in how you lead.

5) Productivity

Getting things done, achieving results requires effective use of resources available to you. It also involves the leadership and stewardship of resources such as people, capital, and time. Getting things done requires an ability to organize yourself, to focus on your priorities, and to carry out your work and mission.

6) Influencing and Inspiring Others

Successful leaders focus less (if at all) on what to say in order to get people to take action. Instead, effective leaders focus on how they can “be” in order to embody a message that inspires others to accomplish a task, create a powerful relationship, and join forces to complete a mission.

7) Developing/Maintaining Positive and Effective Relationships

Our lives are a web of connecting relationships. Relationships bring us much joy, and sometimes a great deal of pain and sorrow. The ability to build a supportive team or tribe as well as minimize and manage draining relationships allows us to lead ourselves more effectively and then in turn others.

✦ SKILLS OF LEADERSHIP

1) Decisiveness

Effective leaders are those who can make decisions quickly with the information they have. Effective decision-making comes with time and experience. As you become more familiar with your specific industry, you’ll be able to make decisions faster, even when you don’t have all of the necessary information. Decisiveness is seen as a valuable leadership skill because it can help move projects along faster and improve efficiency.

2) Integrity

Integrity is often seen as just truthfulness or honesty but in many cases, it also means having and standing by a set of strong values. Integrity in the workplace often means being able to make ethical choices and helping the company maintain a positive image. All businesses seek to hire workers who have a strong sense of integrity.

3) Relationship building

Leadership requires the ability to build and maintain a strong and collaborative team of individuals working toward the same goal. Team building requires other leadership strengths, like effective communication skills and conflict resolution.

4) Problem-solving

Good leaders are skilled at problem-solving issues that arise on the job. Effective problem solving often requires staying calm and identifying a step-by-step solution. Problem-solving skills can help leaders make quick decisions, resolve obstacles with their team and external teams alike, and ensure projects are completed on time, according to the specifications.

5) Dependability

Being a dependable leader means that people can trust and rely on you. A dependable person follows through on plans and keeps promises. The strong relationships built by a dependable leader create a resilient team that is able to work through difficulties that may arise.

6) Ability to teach and mentor

One of the skills that differentiates leadership from many other competencies is the ability to teach and mentor. Effectively teaching colleagues or direct reports how to grow in their careers helps organizations scale. Often, this skill requires that leaders think less about themselves and more about how to make their team as a whole successful.

✦ **GROUP**

A group can be defined as two or more interacting and interdependent individuals who come together to achieve particular objectives. In other words, "group" as more than two employees who have an ongoing relationship in which they interact and influence one another behaviour and performance.

✦ **NATURE OF GROUP**

There are different types of groups which are created to get some specific results in any organisations. The team members agree to a general task, become mutually dependent relative in their action, and work together with each other to support its success. There are three views on the nature of act between team members. The first is normative, which explain how to carry out performance and manage the team. The second view is includes of a set of method, group building, role play, self managed groups and sensitivity training of the members. The third is referred as a team dynamic from the point of sight that the internal nature of any groups.

✦ **STAGES OF GROUP**

1) Forming

In this stage, most team members are positive and polite. Some are anxious, as they haven't fully understood what work the team will do. Others are simply excited about the task ahead. As leader, you play a dominant role at this stage, because team members' roles and responsibilities aren't clear. This stage can last for some time, as people start to work together, and as they make an effort to get to know their new colleagues.

2) Storming

The team moves into the storming phase, where people start to push against the boundaries established in the forming stage. This is the stage where many teams fail. Storming often starts where there is a conflict between team members' natural working styles. People may work in different ways for all sorts of reasons but, if differing working styles cause unforeseen problems, they may become frustrated.

Storming can also happen in other situations. For example, team members may challenge your authority, or jockey for position as their roles are clarified. Or, if you haven't defined clearly how the team will work, people may feel overwhelmed by their workload, or they could be uncomfortable with the approach you're using.

Some may question the worth of the team's goal, and they may resist taking on tasks. Team members who stick with the task at hand may experience stress, particularly as they don't have the support of established processes or strong relationships with their colleagues.

3) Norming

Gradually, the team moves into the norming stage. This is when people start to resolve their differences, appreciate colleagues' strengths, and respect your authority as a leader. Now that your team members know one another better, they may socialize together, and they are able to ask one another for help and provide constructive feedback. People develop a stronger commitment to the team goal, and you start to see good progress towards it. There is often a prolonged overlap between storming and norming, because, as new tasks come up, the team may lapse back into behavior from the storming stage.

4) Performing

The team reaches the performing stage, when hard work leads, without friction, to the achievement of the team's goal. The structures and processes that you have set up support this well. As leader, you can delegate much of your work, and you can concentrate on developing team members. It feels easy to be part of the team at this stage, and people who join or leave won't disrupt performance.

5) Adjourning

Many teams will reach this stage eventually. For example, project teams exist for only a fixed period, and even permanent teams may be disbanded through organizational restructuring. Team members who like routine, or who have developed close working relationships with colleagues, may find this stage difficult, particularly if their future now looks uncertain.

★ GROUP ROLES

A role means a set of expected behaviour pattern attached to a position or post in a social unit.

1) Task Roles

While there are many task roles a person can play in a group, we want to emphasize five common ones. The **Task Leader** is the person that keeps the group focused on the primary goal or task by setting agendas, controlling the participation and communication of the group's members, and evaluating ideas and contributions of participants.

2) Social-Emotional Roles

Group members play a variety of roles in order to build and maintain relationships in groups. The **Social-Emotional Leader** is the person who is concerned with maintaining and balancing the social and emotional needs of the group members and tends to play many, if not all, of the roles in this category.

3) Procedural Roles

Groups cannot function properly without having a system of rules or norms in place. Members are responsible for maintaining the norms of a group and play many roles to accomplish this. The **Facilitator** acts like a traffic director by managing the flow of information to keep the group on task. **Gatekeepers** are those group members that attempt to maintain proper communicative balance.

4) Individual Roles

Because groups are made of individuals, group members often play various roles in order to achieve individual goals. The **Aggressor** engages in forceful or dominating communication to put others down or initiate conflict with other members. This communication style can cause some members to remain silent or passive. The **Blocker** is the person that fusses or complains about small procedural matters, often blocking the group's progress by not letting them get to the task. They worry about small details that, overall, are not important to achieving the group's desired outcome. The **Self-Confessor** uses the group as a setting to discuss personal or emotional matters not relevant to the group or its task.

✦ GROUP NORMS

Unspoken and often unwritten set of informal rules that govern individual behaviors in a group. Group norms vary based on the group and issues important to the group. Without group norms, individuals would have no understanding of how to act in social situations.

TYPES OF GROUP NORMS

- **Behavior norms:** Behavior norms are rules that standardise how individuals act while working on a day-to-day basis. Examples are. “do not come to committee meetings unless you have read the reports to be “discussed”, “greet every customer with a smile”, etc. These norms tend to reflect motivation, commitment to the organization and therefore result in high level of performance.

- **Performance norms:** Performance norms are rules that standardize employee output and number of hours worked.

✦ GROUP COHESIVENESS

Group cohesiveness (also called group cohesion and social cohesion) arises when bonds link members of a social group to one another and to the group as a whole. In other words, it is an extent to which the members of a group find staying together to be in mutual interest.

IMPORTANCE OF GROUP COHESIVENESS

1) Performance

Performance matters in the group cohesion and especially when it is mattered with the services delivered by each and every valuable member of the team. Therefore, performance matters with the activities which is delivered by the group cohesiveness behaviour.

2) Satisfaction

The main issue that every member of the team face while working according to the expectation of the group that the team members might feel a bit left out other than a team leader. It is not necessary that all the valuable members of the team need to be treated well. It is even expected, especially from the team leader that he or she need to treat all the members of the team same so that they can **feel complete satisfaction with their work** assigned by their team.

3) Emotional factors

Most of the time while working in a team people used to feel a bit attached to others who are active members of the team. And it is normal to feel emotional around them. It is even possible that all the things which come up or which come along with the help of group cohesive behaviour is quite a result of hard work and team spirit. Therefore, emotional factors always weigh heavy in terms of group cohesive nature.

4) Pressure of assurance

It is quite possible with all the element and characteristics of group cohesive behaviour that most of the factors comes up with the help of group working or because of the team task. Therefore, it is very much necessary to understand all the matters which can bring up with the help of all group related behaviour and eventually **this** creates a level of pressure with an assurance of work completion.

✦ GROUP ROLES

A role is a set of expected behavior patterns attributed to the one who occupies the position demanded by the social unit. Individuals play multiple roles at the same time. Employees attempt to understand what kind of behavior is expected from them. An individual when presented by divergent role expectations experiences role conflict. Group roles are divided into three types :-

1) Task-oriented Roles

Roles allotted to individuals according to their work and eligibility is known as task-oriented roles. Task-oriented roles can broadly divide individuals into six categories initiator, informer, clarifier, summarizer, reality tester and information seekers or providers respectively.

- **Initiator** – The one who proposes, suggests, defines.
- **Informer** – The one who offers facts, expresses feelings, gives opinions.
- **Clarifier** – The one who interprets, defines, clarifies everything.
- **Summarizer** – The one who links, restates, concludes, summarizes.
- **Reality Tester** – The one who provides critical analysis.
- **Information seekers or providers** – The one who gives information and data.

These roles present the work performed by different individuals according to their marked designation.

2) Relationship-oriented Roles

Roles that group individuals according to their efforts made to maintain healthy relationship in the group and achieve the goals are known as relationship-oriented roles. There are five categories of individuals in this category namely: harmonizer, gatekeeper, consensus tester, encourager, and compromiser.

- **Harmonizers** – The one who limits tension and reconciles disagreements.

-
- **Gatekeeper** – The one who ensures participation by all.
 - **Consensus Tester** – The one who analyzes the decision-making process.
 - **Encourager** – The one who is warm, responsive, active, shows acceptance.
 - **Compromiser** – The one who admits error, limits conflict.

These roles depict the various roles an individual plays to maintain healthy self as well as group relationships.

3) Individual Roles

Roles that classify a person according to the measure of individual effort put in the project aimed is known as individual roles. Five types of individuals fall into these roles: aggressor, blocker, dominator, cavalier, and avoidance.

- **Aggressor** – The one who devalues others, attacks ideas.
 - **Blocker** – The one who disagrees and rebels beyond reason.
 - **Dominator** – The one who insists superiority to manipulate.
 - **Cavalier** – The one who takes part in a group non-productively.
 - **Avoidance** – The one who shows special interest to avoid task.
-

UNIT4: GOAL-SETTING



GOAL-SETTING

- ✓ **Goal setting** involves the development of an action plan designed to motivate and guide a person or group toward a goal. Goal setting can be guided by goal-setting criteria (or rules) such as SMART criteria.
- ✓ In other words, **Goal setting** is the process of deciding what you want to accomplish and devising a plan to achieve the result you desire.
- ✓ This goal setting definition emphasizes that goal setting is a three part process. For effective goal setting, you need to do more than just decide what you want to do; you also have to work at **accomplishing** whatever goal you have set for yourself which means you have to create a plan so your work gets you where you want to go.

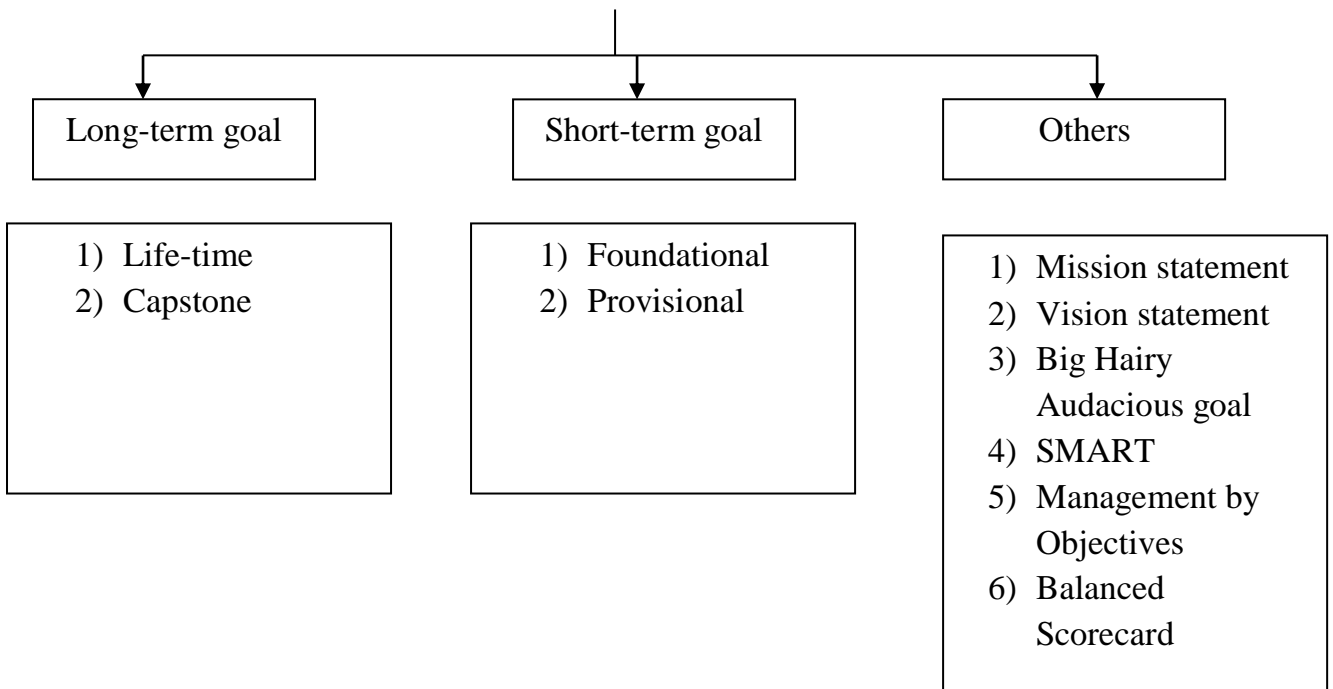
DIFFERENCES BETWEEN DREAMS AND GOALS

| Sl.No. | DREAMS | GOALS |
|--------|---|---|
| 1 | Dreams are something you are just thinking about. | Goals are something you are acting on. |
| 2 | Dreams are just, well, dreams. Dreams can go on forever. | Goals have deadlines. They have a time limit. |
| 3 | Dreams are free. | Goals have a cost. |
| 4 | Dreams are imaginary that is probably not going to happen. | Goals are based in reality. Goals are about what you can actually accomplish. |
| 5 | Dreams never have to end. Dreams can go on forever. | Goals have a finish line. Goals must have a specific outcome. |
| 6 | Dreams stretch your imagination. Dreaming leads to bigger dreams. | Goals stretch you. They increase your skills, your abilities, and |

| | | |
|--|--|---------------------|
| | | change you forever. |
|--|--|---------------------|

✦ **TYPES OF GOAL-SETTING**

GOAL-SETTING



A. LONG-TERM GOAL

1) Lifetime Goals

Lifetime goals are those major goals that you would like to accomplish over your lifetime. Depending on your age, these goals may be accomplished significantly later on in your life. Typically, these goals will have accomplishment dates of ten or more years in the future. Examples of lifetime goals include get a job as a teacher, become a professional basketball player, graduate from college, buy a house.

2) Capstone Goals

Capstone goals are commonly those key goals you will need to accomplish first before you accomplish your lifetime goals. These goals will typically be accomplished in one to ten years' time. A Lifetime goal of becoming a doctor

would have Capstone goals of going to college, going to med school, and completing an internship. A lifetime goal of traveling around the world would have a Capstone goal of saving a certain amount of money.

B. SHORT-TERM GOAL

1) Foundational Goals

Foundational goals are those short-term goals that will most likely be accomplished in less than one year. These may be enabling goals that may need to be accomplished prior to the Capstone goals being met. They are often used as physiological improvements. For example: saving money for a home theatre system.

2) Provisional (stepping-stone) Goals

Provisional goals are usually stepping-stones to the larger goals. Typically, these are completed in less than a month. These are the types of goals you focus on a daily basis and are often used for technical improvements. Many times these may be enabling goals that may need to be accomplished prior to the foundational goals being met. For example: “paint the house”, “clean the basement”, or “finish a school project.”

C. OTHERS

1) Mission Statement

A short inspiring statement that captures your goals, principles and values.

2) Vision Statement

A vision statement paints a picture of your future. At the organizational level, it's an all encompassing goal for the future of the organization. As with mission statements, vision statements are usually short and catchy.

3) Big Hairy Audacious goal

A Big Hairy Audacious Goal is an overly ambitious goal that you're not likely to achieve but represents a statement about your drive, determination and vision. They are commonly used to motivate employees and inspire customers.

4) SMART

SMART is the criteria that goals be specific, measurable, achievable, relevant and time-bound. It is commonly used in goal setting and project management. In many cases, the SMART criteria are used in conjunction with a goal setting methodology.

5) Management by Objectives

Management by Objectives is a management technique that implements strategies and manages performance with a process of participative goal setting.

6) Balanced Scorecard

A goal setting, strategy implementation and performance management methodology that sets measurable goals that map to strategy known as scorecards. Each scorecard includes data items in four areas: financial, customer, internal and learning.

⇒ **WHY GOAL-SETTING FAILS?**

1) Fear of Success and/or Failure

Some people are afraid that they will fail or, even worse, that they may actually succeed. As such, they don't even bother trying to attain a goal. Such people lack belief in themselves and in their potential. In their minds, if they fail, everyone will think negatively of them. And if they succeed, people will be envious and still think negatively of them. So it becomes a lose-lose situation, no matter how they look at it. But realize that you can achieve anything you set your mind to. Believe in yourself and your abilities, and others will, too.

2) Lack of Understanding about the Goal-Setting Process

Many people mistakenly believe that goal setting simply means putting a goal on paper, setting a date for its completion, marking off checkpoints as they occur, and then starting all over again. Such a mentality hinders people in their efforts because a goal isn't a one-time thing that you eventually scratch off a list. Setting a goal is really about changing yourself for the long term. Goals aren't short-term, quick-fix things; they are fixed and immovable destinations that show the world who you want to become or what you want to achieve.

3) Lack of Commitment to the Goal

Even though people say that they want to achieve a certain goal, in truth, they're really not committed to it. Because of this lack of commitment, they don't give the act of goal attainment their full effort. And as with anything in life, if you don't give it your all, you end up with mediocre results. Commitment is crucial for attaining any goal.

4) Having Too Many Goals

Some people have too many goals and not enough focus. It's like they're standing in front of a dart board with three targets in mind. Hitting just one target is difficult enough; hitting three targets simultaneously with one dart is impossible. Therefore, you should determine the one goal you are focused on

and move forward with that one goal only. Eliminate other goals that are secondary. This is not to say that you should never have more than one goal. Rather, you just need to realize that you have only so much time and energy. Therefore, you must choose the goal that will give you the highest ROE (return on effort) and focus on that one goal first. Once you complete it, you can then focus on other goals.

5) **Lack of Motivation to Change**

Finally, many people are simply satisfied with what they have and where they are in life. As such, they don't explore what else is available or what greater things they could achieve. Research tells us that there are only two motivating factors that cause people to change: pain and pleasure. And even if someone is feeling pain in a situation, that pain may not be great enough, or he or she may simultaneously be receiving sufficient pleasure, such that the person doesn't strive for change. Change and goal attainment only happen when you're ready to break the status quo and truly want something better in life.

6) **Feeling Unworthy of the End Result**

Some people really don't believe they're worthy of attaining a given goal. As such, they sabotage themselves. Perhaps they suddenly walk away from the key contact who will help them with their goal, or they neglect to do a critical activity that will enable them to achieve their goal. People who feel unworthy usually lack self-confidence, and confidence is the keystone to goal attainment.

★ **SMART**

SMART is an acronym that you can use to guide your goal setting. Its criteria are commonly attributed to Management by Objectives concept. To make sure your goals are clear and reachable, each one should be:

- **Specific** (simple, sensible, significant).
- **Measurable** (meaningful, motivating).
- **Achievable** (agreed, attainable)
- **Relevant** (reasonable, realistic and resourced, results-based).
- **Time bound** (time-based, time limited, time/cost limited, timely, time-sensitive).

1) **Specific**

Your goal should be clear and specific, otherwise you won't be able to focus your efforts or feel truly motivated to achieve it. When drafting your goal, try to answer the five "W" questions:

→ **What** do I want to accomplish?

- **Why** is this goal important?
- **Who** is involved?
- **Where** is it located?
- **Which** resources or limits are involved?

Example:-

Imagine that you are currently a marketing executive, and you'd like to become head of marketing. A specific goal could be, "I want to gain the skills and experience necessary to become head of marketing within my organization, so that I can build my career and lead a successful team."

2) Measurable

It's important to have measurable goals, so that you can track your progress and stay motivated. Assessing progress helps you to stay focused, meet your deadlines, and feel the excitement of getting closer to achieving your goal. A measurable goal should address questions such as:

- How much?
- How many?
- How will I know when it is accomplished?

Example:-

You might measure your goal of acquiring the skills to become head of marketing by determining that you will have completed the necessary training courses and gained the relevant experience within five years' time.

3) Achievable

Your goal also needs to be realistic and attainable to be successful. In other words, it should stretch your abilities but still remain possible. When you set an achievable goal, you may be able to identify previously overlooked opportunities or resources that can bring you closer to it. An achievable goal will usually answer questions such as:

- How can I accomplish this goal?
- How realistic is the goal, based on other constraints, such as financial factors?

Example:-

You might need to ask yourself whether developing the skills required to become head of marketing is realistic, based on your existing experience and qualifications. For example, do you have the time to complete the required training effectively? Are the necessary resources available to you? Can you afford to do it?

4) Relevant

This step is about ensuring that your goal matters to you, and that it also aligns with other relevant goals. We all need support and assistance in achieving our goals, but it's important to retain control over them. So, make sure that your plans drive everyone forward, but that you're still responsible for achieving your own goal. A relevant goal can answer "yes" to these questions:

- Does this seem worthwhile?
- Is this the right time?
- Does this match our other efforts/needs?
- Am I the right person to reach this goal?
- Is it applicable in the current socio-economic environment?

Example:-

You might want to gain the skills to become head of marketing within your organization, but is it the right time to undertake the required training, or work toward additional qualifications? Are you sure that you're the right person for the head of marketing role? Have you considered your spouse's goals? For example, if you want to start a family, would completing training in your free time make this more difficult?

5) Time-bound

Every goal needs a target date, so that you have a deadline to focus on and something to work toward. This part of the SMART goal criteria helps to prevent everyday tasks from taking priority over your longer-term goals. A time-bound goal will usually answer these questions:

- When?
- What can I do six months from now?
- What can I do six weeks from now?
- What can I do today?

Example:-

Gaining the skills to become head of marketing may require additional training or experience, as we mentioned earlier. How long will it take you to acquire these skills? Do you need further training, so that you're eligible for certain exams or qualifications? It's important to give yourself a realistic time frame for accomplishing the smaller goals that are necessary to achieving your final objective.

➔ **TIME MANAGEMENT**

- ✓ **Time** is the indefinite continued progress of existence and events that occur in apparently irreversible succession from the past through the present to the future.
- ✓ In other words, it is a continuous and measurable quantity in which events occurs.
- ✓ **Time management** is the process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity.

✦ **BASIC PRINCIPLES OF TIME**

1) **Effective planning**

Plan to succeed by charting your daily and weekly activities in a journal, day planner, palm pilot, or other planning techniques. Try to choose a medium based on simplicity, ease of use, portability, and your level of comfort. Avoid the frustration of trying to have more complicated plans while you are mastering the basics of effective planning.

2) **Setting Goals**

In order to effectively use your time, you must know with certainty what you want to use it for. Start with some specific goals for each area of your life. Consider your ideal life. Create a written success map to guide you with your vision.

3) **Setting deadlines**

Look at your to-do list and estimate the time each task needs to be completed but don't be overoptimistic. Be honest of what you can achieve in a working day or week so that you don't feel overwhelmed from the start.

4) **Delegation of responsibilities**

Know when to delegate and promptly pass tasks to employees who have the knowledge and skills necessary to complete tasks efficiently and on-time. Proper delegation can save time and help to focus on areas where they're most skilled.

5) **Prioritize your activities**

This is the area where the most crucial planning mistakes occur. Make sure you have accurately assessed what your top priorities are. Activities related to achieving your goals must receive your attention first! Avoid trying to get all the “little” to-do list things out of the way first – unexpected “emergencies” will only multiply throughout the day and you will soon be back to the position of simply prioritizing your crises and not being able to keep up.

☞ **BODY LANGUAGE**

- ✓ Body language is communication without words. It is anything someone does to which someone else assigns meaning.
- ✓ In other words, body language means silent messages communicated through the sender’s body movements, facial expressions, voice tone and loudness etc. It is also known as “*Kinesic Communication.*”
- ✓ Body language is a type of non-verbal communication in which physical behavior, as opposed to words, are used to express or convey information.

✦ **TYPES OF BODY LANGUAGE**

Body language is usually grouped as follows:-

1) **The Head**

Movement and placement of the head, back to front, left to right, side to side, including the shaking hair.

2) **Facial expressions**

The face has many muscles that move several areas of the face. Each combination of movements of the following face elements communicates a state of mind:

- *Eyebrows:* Up, down, frowning.
- *Eyes:* Left, right, up, down, blinking, eye dialiation.
- *Nose:* Wrinkle, flaring of the nostrills.
- *Lips:* Smiling, snarling, puckered, kissing, opened, closed, tight.
- *Tongue:* In, out, rolled, tip up or down, licking of lips.
- *Jaw:* Open, closed clinched, lower jaw left or right.

3) **Tone of Voice**

The tone of voice includes:-

- *Pitch of voice:* high voice, low voice, intonation.
- *Loudness:* everything from shouting to whispering.
- *Breathing:* slow, fast breathing, shaky voice.

4) **Gesture**

A gesture is a form of non-verbal communication or non-vocal communication in which visible bodily actions communicate particular messages, either in place of, or in conjunction with, speech. Gestures include movement of the hands, face, or other parts of the body. Gesture includes the following types:-

- a. Emblems:** Emblems are specific gestures with specific meaning that are consciously used and consciously understood. They are used as substitutes for words and are close to sign language than everyday body language.
For example, sign of victory “V”.
- b. Iconic gestures:** Iconic gestures or illustrators are closely related to speech, illustrating what is being said, painting with the hands, for example when a person illustrates a physical item by using the hands to show how big or small it is.
- c. Metaphoric gestures:** When using metaphoric gestures, a concept is being explained. Gestures are in three-dimensional space and are used to shape and idea being explained, either with specific shapes such a finger pinches and physical shaping, or more general waving of hands that symbolizes the complexity of what is being explained.
- d. Regulators:** Regulators are used to control turn-taking in conversation, for example in the way that as a person completes what they are saying, they may drop their arms, whilst a person wanting to speak may raise an arm as if to grasp the way forward.
- e. Affect displays:** Gestures can also be used to display emotion, from tightening of a fist to the many forms of self-touching and holding the self. For example, covering or rubbing eyes, ears or mouth can say “I don’t want to see/say this”.
- f. Beat gestures:** Beat gestures are just, rhythmic beating of a finger, hand or arm. They can be as short as a single beat or as long as needed to make a particular point.

5) Postures

Posture means an intentionally or habitually assumed position. Pose implies artistic or aesthetic intention of the position. In other words, posture is the attitude assumed by body either when the body is stationary or when it is moving. In short, it is a position in which you hold your body when standing or sitting. Posture includes the following types:-

- a. **Inactive postures:** These are postures or attitudes adopted for resting or sleeping. They require theoretically minimal muscle activity, and are usually assumed in need of relaxation.
- b. **Active posture:** The integrated action of many muscles is required to maintain active postures, they are basically divided into two types:-
- **Static postures:** Body segments are aligned and maintained in a fixed positions. For example, kneeling, sitting etc.
 - **Dynamic postures:** In this type of posture body segments are moving. It is usually required to form an efficient basis for movement. For example, jumping, throwing, lifting etc.

➔ GOOD MANNERS AND ETIQUETTES

- ✓ Good manners refer to polite, humble, courteous, respectful and well cultured social behavior. A man or women above everything else, is esteemed and distinguished on account of his or her good manners.
For example: “Thank you”, “Excuse me” etc.
- ✓ Etiquette is defined as good behavior which distinguishes human beings from animals. In other words, etiquette refers to behaving in a socially responsible way.
- ✓ Need for etiquette:-
 - Etiquette makes you a cultured individual.
 - Etiquette teaches you the way to talk and walk.
 - Etiquette helps for an everlasting first impression.
 - Etiquette enables the individuals to earn respect and appreciation in the society.

✦ TYPES OF ETIQUETTE

1) Personal etiquette

Speak with neutral accent. The way you speak and your accent affects the way people respond to you. For example, mouth movements, dress sense etc.

2) Social etiquette

Social etiquette is important for an individual as it teaches him how to behave in the society. For example, speak slowly, listening etc.

3) Business meeting etiquette

Business meeting is a chance to give the best impression, to get that pending promotion and prove you to the boss. For example, saying ‘hello’, introduce yourself etc.

4) Eating etiquette

Individuals must follow certain decorum while eating in public. For example, don't make any noise while eating, Wait until everyone served etc.

5) **Interview etiquette**

You have to conduct yourself with utmost care, grace and confidence at an interview. For example, Shake hands, smile and speak etc.

6) **Bathroom etiquette**

Bathroom etiquette refers to the set of rules which an individual needs to follow while using public restrooms or office toilets. For example, off the taps, use hand wash etc.

7) **Wedding etiquette**

Wedding is a special event in every one's life. Individuals should ensure they behave sensibly at weddings. For example, not being late, not to drink uncontrollably.

8) **Telephone etiquette**

It is essential to learn how one should interact with the other person over the phone. Telephone etiquette refers to the way an individual should speak on the phone. For example, take care of pitch and voice, greet the other person etc.

9) **Work etiquette**

Here, different situation warrants different etiquette. For example, be timely, be pleasant, be polite, be flexible etc.

10) **Cubical etiquette**

This etiquette talks about the ultra-modern and well-furnished cabin and their etiquette. For example, avoid making or receiving personal call, avoiding looking at other's computers etc.

➔ **POSITIVE ATTITUDES**

⌘ **Meaning and Definition of ATTITUDE**

- ✓ An attitude defined as the way a person feels about something- a person, a place, a commodity, a situation or an idea.
- ✓ In other words, attitudes are the set or cluster of beliefs towards objects, events and situation.
- ✓ According to **Gordon Allport**, Attitude defined as a-“mental and neural state of readiness, organized through experience, exerting a directive or dynamic influence upon the individual's response to all objects and situation with which it is related”.

- ✓ According to **P R Lawrence**, “Attitude represents the cluster of beliefs, assessed feelings, and behavioral intentions toward an object”.

By analyzing the above, attitude is refers to a persistent tendency to feel and behave in a particular way toward some object.

🔗 Meaning and Definition of POSITIVE ATTITUDE

A positive attitude can impact every aspect of your life. People who maintain a positive approach to life situations and challenges will be able to move forward more constructively than those who become stuck in a negative attitude. Your mental and physical health can be improved by learning how to hold a positive state of mind.

A positive attitude enables people to be in a very optimistic state of mind. It is the strong belief of optimists that good things will occur in their future life, such as it had happened in their past. A person with a positive mindset is able to write negative events off as an incident and take the chance to learn from their mistakes to avoid these bad happenings in the future.

🔗 IMPORTANCE OF POSITIVE ATTITUDE

- 1) **Health:** People who have positive attitudes are healthier. There are medical journals saying as much but just take a look at the people in your life. Those with a positive attitude generally live longer and better. They focus on taking care of themselves and stay involved in all sorts of activities. In short – they have a purpose. The key to quality of life is having variety and purpose, having a positive attitude makes people more inclined to seek out a better life.
- 2) **Wealth:** It’s also proven that people with positive attitudes are usually in better financial positions than those without. Whether the positive attitude existed before or after the wealth was acquired is immaterial – what matters is the attitude is there. That being said, many a person with a positive attitude had that attitude long before they acquired material wealth. This means a positive attitude was reinforced by success.
- 3) **Socialization:** Having a positive attitude means more people want to be around you. The bottom line is not everyone with a positive attitude is a sociable person, but human beings need socialization, just at different levels. No one likes to be around negative people because who wants to feel worse? Being positive also means you meet other positive people, and there are endless benefits to that.

- 4) **Productivity:** Having a positive attitude allows you to be more productive at work and around the house. People who have a positive attitude regularly set goals and achieve them. They believe in their abilities along with their ability to overcome obstacles. Of course, productivity is highly valued in the business world, but in your personal life it is extremely valuable. Being able to accomplish things regularly is found in a positive attitude, and it enhances that attitude at the same time.
- 5) **Overcoming Obstacles:** We all have difficulties in our lives and with negative attitudes the difficulties threaten to overwhelm people. In a person with a positive attitude, obstacles are just a part of life and something to overcome. The belief that “this too shall pass” allows these types of people to persevere and again, that only builds the credibility of positivity.
- 6) **Meaningful Relationships:** Similar to socialization, people need to have relationships with others. Whether these relationships are friendships, workplace relationships, or more intimate relationships, having a positive attitude adds to the depth of these relationships. These relationships become transformative instead of with a negative attitude, where those relationships are transactional.
- 7) **Active Mind:** Someone with a positive attitude has an active, curious mind. They are always seeking to learn more about the world around them in addition to fulfilling their responsibilities. These are generally people who are well-read and even if they lack formal education, they’re curious and always finding stimulation in the world.

⇒ MOTIVATION

- ✓ The term motivation derived from Latin word “mover” which means “to move”.
- ✓ In other words, motivation is an inner state that energizes the urge of an individual.

For example:-eating is motivated by hunger; education is motivated by desire for knowledge.

NEED → DRIVE → GOAL → SATISFIED → ACTION ⇒

[deprivation] [direction] [fulfilling] [reduction of the drive of
the original need]

- ✓ According to **Berelson and Steiner**, “a motive is an inner state that energizes, activates or moves and directs or channels behavior goals”.
- ✓ According to **Lillis**, “it is the stimulation of any emotion or desire operating upon ones will and promoting or driving into action”.
- ✓ The motivation are two types :-
 - ❖ **Intrinsic motivation**

It occurs internally when people are compelled to do something out of pleasure, importance or desire.

❖ **Extrinsic motivation**

It occurs when external factors compel the person to do something.

❧ **IMPORTANCE OF MOTIVATION**

- 1) **Motivation Clarifies a Goal:** When you're motivated, you have a desire to change your life. Motivation pushes you towards your goal because of a desire for change. Motivation helps you clarify your goal so you know exactly what you're working towards.
- 2) **Motivation Sets Priorities in Life:** Once you know what your goal is, motivation helps you prioritize your life. If your goal is to write a book, you need to set time aside each week to write it. Motivation helps you to focus and make a commitment to seeing your goal accomplished.
- 3) **Motivation Pushes through Setbacks:** Every road to success will have a setback. There is no such thing as a dream route to reach your dreams. Setbacks will have you doubt whether your goal is worth the effort, but motivation steps in and gives you the strength and courage to try again.
- 4) **Motivation teaches Perseverance:** This ties in with the previous point, but motivation helps you strive through setbacks, trials and fears. Thomas Edison is known for the invention of the light bulb and is noted for this quote, 'I have not failed. I've just found 10,000 ways that won't work.' The famous inventor also inspired this thought, 'Our greatest weakness lies in giving up. The most certain way to succeed is always to try just one more time.' Motivation will teach you to persevere when reality tells you to give up.
- 5) **Motivation Fights Against Fear:** Fear of failure is so common it can literally stop you from taking action. Motivation kicks fear in the butt because it tells it, *no matter what I'm feeling, I'm going to do it anyway*. Motivated people see beyond their fear and can visualize the outcome. Motivation will always help you see the bigger picture.
- 6) **Motivation Builds Self-Confidence:** When you're motivated to achieve your goal, confidence is a by-product of the little steps taken to see that goal achieved. When you've pushed through setbacks and fear, there is a sense of accomplishment and this builds an inner confidence to try something new. Motivated people will have a few projects on the go because they have pushed through barriers and seen positive results, which gives them motivation to start new projects and try new things.

- 7) **Motivation Attracts Your Tribe:** If you've ever met a motivated person, their1 vibe can be alluring and inspiring. You want to align with their energy so you can draw from their expertise. In turn, this helps build your motivation to succeed. The same can be said of a business manager. If you require a team to help you achieve your dream, a good leader will know how to use their motivation to pioneer a spirit of drive and desire within the team to see results. Employees will want to work *with you and for you* if they are valued and can take hold of the vision by their leader.
- 8) **Motivation Inspires Others:** Motivation is an attractive trait and it can inspire others to make things happen in their own life. If you've ever met or hung out with a self-motivated person, you instantly feel like you can achieve anything because their positivity and can-do attitude elevates your own spirit. Seeking out a motivated person can help elevate your own motivation levels. Motivation is a muscle that needs to be constantly worked and this can be achieved by reading biographies, enrolling in training and listening to motivational speakers who can share their own successes, while building you up.

➔ CHARACTER BUILDING

The combination of mental characteristics and behavior that distinguishes a person or group. It defines a person's behaviour pattern, thinking style, controls feelings. It is based on the environment that surrounds us, mental ability, moral principles and similar other factors. It is the most precious thing possessed by a person, evidenced by the limits he/she never crossed.

🔗 WAYS TO BUILD A GOOD CHARACTER

- 1) **Find role models and mentors:** You are the average of the five people that you spend the most time with. Based on this logic, if you aspire to become a person of character, you would want to hang out more with people who exhibit those qualities. Seek out mentors and role models in your workplace, industry or community who you deeply admire, and find ways to be in their presence on a regular basis. You don't have to imitate exactly what they do but simply extract those aspects of their personality that you would most like to emulate.

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- 2) **Stay accountable:** There's absolutely no way that you can develop a solid identity if you cannot be accountable for your actions and decisions. We have to become keen observers so that we can keep close tabs on our reactions and the choices that we make. It's only by doing this that we can achieve an objective perspective on things that we need to improve on to further our progress. Keep track of your observations and thoughts in a journal or speak about it with a trusted friend or coach. Remember to be kind to yourself when you do this and to not judge yourself harshly.
 - 3) **Invest in your personal growth:** Even though all human beings are born into this world with a basic sense of morality, it's our duty to build on this ethical foundation and maintain it throughout our life's journey. This can be accomplished by involving ourselves in personal development and activities that boost self-awareness. This includes reading books, going on retreats and workshops, and consulting a mental health or spiritual professional or coach when needed. Engaging in these activities will help you grasp both the depth and breadth of life and how it relates to the many nuances of your inner psyche.
 - 4) **Don't be afraid of challenges:** Adversities and setbacks are what truly build character. If you have been through some rough times, it's important that you reflect on what happened and learn from the difficulties that you encountered in the past. I also suggest setting up challenges for yourself to get you out of your comfort zone on a regular basis. Agree to take up that difficult work assignment or sign up for that grueling class at the gym. Tackling these challenges will strengthen your courage muscles and self-confidence over time. Remember that there is nothing more powerful than experiential learning.
 - 5) **Be selfless in your approach:** A person of character has a heart of gold and always comes from a place of service. They have the capacity to really listen to people and be totally present with them. To attain this level of personal evolution, we have to reach a place of genuine compassion where we can think beyond our own needs. We have to be able to connect with our fellow beings and treat them with dignity, respect and kindness (as long as they don't harm us or our loved ones).

➤ **TEAM BUILDING**

Team building is a collective term for various types of activities used to enhance social relations and define roles within teams, often involving collaborative tasks.

⌘ **EFFECTIVE TEAM CHARACTERISTICS**

- 1) **Clear direction:** Sometimes, organizations are in such a hurry to move on their projects that they pull together groups of people without first deciding on the goals and desired outcomes. So decide on team goals and desired outcomes first. Use it for clear direction for the team you select. Start at the end point: What is the outcome you want and why? Leave the team flexibility to develop the best way to get there.
- 2) **Open and honest communication:** The manner of communication—how freely and frequently team members communicate—determines the effectiveness of the team. Put simply, the more freely you talk to your fellow team members, the more comfortable you are in sharing insights and ideas. This is just one major reason why modern businesses emphasize communication and collaboration tools.
- 3) **Support risk taking and change:** Good teams support appropriate risk taking and experimentation for change. They look on first time mistakes as opportunities for learning.
- 4) **Defined roles:** Roles might shift somewhat once the team is assembled, but understand the skill sets and thinking styles are needed on the team. If a team needs to develop a new product for market, that team will need a detail-oriented person (the task-master), who is methodical and can keep the team on track.
- 5) **Mutually accountable:** Teams accept responsibility as individuals and as a team. They don't blame one another for team mistakes and failures. No one should spend any time, useless time, in personal justifications. They should celebrate their successes together and recognize special performances and contributions that each team member makes to the total work of the team.
- 6) **Common goals:** A chief characteristic of any successful team is that members place the common goal above individual interests. While scaling individual targets is great for personal morale, teams succeed when they understand, appreciate and work with a common purpose.

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- 7) **Encourage differences in opinions:** Agreeing on a common goal is essential. But it shouldn't come at the cost of suppressing alternative ideas and opinions. Having divergent opinions within a team enhances team performance; a diverse team is its competitive advantage. Diverse opinions stir imagination and new ideas. Imagination and new ideas stir creativity. Unless the status quo is threatened and questioned, you won't find those crucial "out of the box" ideas.
- 8) **Team trust:** Team members who cannot trust one other or who don't believe in the process and goals of the team seldom find success. Effective teams focus on solving problems. Trust is an adjunct of effective communication; there can be trust between team members only if they are allowed to air their views freely. This is the reason why organizations often undertake team-building exercises that put team members in positions of trust.
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UNIT5: TRANSCULTURAL VALUES

➤ MEANING OF TRANSCULTURAL VALUES

Transculturalism is defined as "seeing oneself in the other". It is in turn described as "extending through all human cultures" or "involving, encompassing, or combining elements of more than one culture".

➤ INDIAN ETHOS

Ethos is a set of beliefs, ideas, etc., about social behaviour and relationship of a person or group. Indian ethos refers to the principles of self-management and governance of society, entity or a system by wisdom as revealed and brought-forth by great scriptures like Veda, Upanishads, Gita, Mahabharata, Bible and Quran.

According to Oxford Advanced Learner's Dictionary, "Ethos are the moral ideas and attitudes that belong to a particular group or society".

❧ PRINCIPLES OF INDIAN ETHOS

- Immense potential, energy and talents for perfection, as a human being has the spirit within his heart.
- Holistic approach indicating unity between the Divine (the Divine means perfection in knowledge, wisdom and power), individual self and the universe.
- Subtle, intangible subject and gross tangible objects are equally important. One must develop one's third eye, Jnana Chakshu, the eye of wisdom, visions, insight and foresight.
- Inner resources are much more powerful than outer resources. Divine virtues are inner resources. Capital, materials and plant and machinery are outer resources.
- Karma yoga (selfless work) offers double benefits, private benefit in the form of self-purification and public benefit.
- Yogah karmasu kaushalam, which means excellence at work through self motivation and self development with devotion and without attachment.
- Cooperation is a powerful instrument for team work and success in any enterprise involving collective work.

⇒ RELEVANCE OF VALUES IN MANAGEMENT

- 1) **Integrity:** Honesty and integrity are the cornerstone of sustainable success. In order for people to want to follow their leader they must have complete trust in his honesty, his dedication, his commitment and his unshakeable ethics and high standards and values. Managers who are open, truthful and consistent in their behaviors are more likely to inspire trust, loyalty and commitment in their teams.
- 2) **Willingness to take Risk:** are not afraid of taking risks or making mistakes. They take calculated as opposed to reckless risks and while they weigh their options and alternatives carefully they do not allow themselves to fall prey to the “analysis paralysis” syndrome. The best leaders learn from their mistakes and emerge from them resilient and ready to take on the next challenge.
- 3) **Optimism and Enthusiasm:** A great manager inspires others with their infectious enthusiasm, their disarmingly genuine keenness, passion and their zeal for what they do. Rather than dwelling on problems they are solution-oriented and focus on how to make things work and succeed. They are willing to see the silver lining in every cloud and have a ‘can-do’ optimistic attitude that leaves no place for negativity.
- 4) **Commitment to Growth:** Leaders recognize that learning is a life-long process and never stop doing what it takes to grow professionally and personally and maintain a grip with emerging trends and tools and business realities and technologies. The best leaders realize that to remain at the vanguard of their particular function or industry requires constant learning, enquiry, exploration and innovation as well as continuous self-scrutiny and analysis.
- 5) **Vision:** Leaders know precisely what they want and make clear detailed and achievable plans to get there. They are not vague or ambiguous in their goals nor do they leave anything to chance. Leaders are also able to articulate and communicate their vision clearly and in no uncertain terms and inspire and win others to their platform with their vision.
- 6) **Pragmatism:** While leaders may have lofty visions and ideals, they do not hide their heads in the clouds and are mindful of the hard facts and figures that surround them. They are very realistic when it comes to assessing the landscape they operate in and practical about the decisions they make.

- 7) **Responsibility:** Leaders can be depended on to take responsibility for their actions and to live up to their responsibilities completely. They stand firmly behind the commitments they make and do not let their teams down; nor do they assign or allocate blame to deflect from their own responsibilities. They do not have a victim mentality that holds others responsible for their poor choices and deficiencies but stare challenges in the face and confront them head-on.
- 8) **Hard Work and Conscientiousness:** Leaders work hard and accept no short cuts. The best leaders lead by their example demonstrating a stellar work ethic by being the first in the office, the last out and the most productive, persistent and dedicated while at work. They have a strong sense of duty and very high standards of excellence and they apply these rigorous standards to themselves first always seeking better, smarter, more effective ways of doing things.
- 9) **Self-confidence:** Leaders have no shortage of that essential commodity of self-assurance that enables them to risk giant strides, be bold and tough-minded and ‘fall forward’ in the rare instances when they do fall/fail. Leaders generally have little need for approval and are motivated by an inner strength, maturity and drive. Leaders are very cognizant of their inner strengths, weaknesses and the impact they have on others and knowledgeable of what they can and cannot realistically do/achieve/influence. They do not wallow in self-pity or guilt over past mistakes or doubt.
- 10) **Emotional Intelligence:** Empathy, self-awareness, decisiveness, self-discipline, intuitiveness and social competence are all key to successful leadership and all are associated with high levels of emotional intelligence. Congeniality, the ability to put oneself in another’s shoes and relate with others, the ability to read between the lines and analyze the pulse of a relationship or situation, the ability to focus on the positive and refrain from negative and self-defeating attitudes and behaviors, are all elements of emotional intelligence that contribute to leadership success.
- 11) **Expertise in Industry:** While there are many generalists in leadership positions the best leaders become generalists not by knowing a little about many fields but by being experts in a multitude of fields. Good leaders are characterized by a very high level of energy, conscientiousness and drive and spare no efforts to become experts in their field and harness all the information and knowledge and competence they need to maintain an edge over their competitors.
- 12) **Ability to Engage Others:** A key leadership trait is inspiring, motivating, engaging and bringing out the best in others. The best leaders encourage

leadership in all around them and strive to develop and empower others to assume roles of leadership and responsibility. They are able to propel others to elevated levels of performance through their own energy and enthusiasm and insight and can maximize the strengths and capabilities of their team for the benefit of the whole organization.

➤ SECULAR SPIRITUAL VALUES

Secular spirituality refers to the adherence to a spiritual ideology without the advocacy of a religious framework. Secular spirituality emphasizes the personal development of an individual, rather than a relationship with the divine.

Secular spirituality is made up of the search for meaning outside of a religious institution; it considers one's relationship with the self, others, nature, and whatever else one considers to be the ultimate. Often, the goal of secular spirituality is living happily and/or helping others.

➤ IMPORTANCE OF ETHICS

Ethics or moral philosophy is a branch of philosophy that involves systematizing, defending, and recommending concepts of right and wrong conduct. Broadly speaking, ethics is a branch of philosophy which seeks to address issues related to concepts of right and wrong.

1) Builds a Positive Corporate Culture

An organization devoting resources to developing policies and procedures that encourage ethical actions builds a positive corporate culture. Team member morale improves when employees feel protected against retaliation for personal beliefs. These policies include anti-discriminatory rules, open door policies and equal opportunities for growth. When employees feel good about being at work, the overall feeling in the organization is more positive. This breeds organizational loyalty and productivity, because employees feel good about showing up for work.

2) Boosts Consumer Confidence

An organization can lose consumer confidence very quickly with a few bad online reviews. Organizations have to retain consumer loyalty through ethical practices that start with fair and honest advertising methods and continue through the entire sales process. One area that organizations can lose consumer confidence is failing to honor guarantees or negatively deal with complaints. This is why consistent policies and employee training is imperative. Companies must direct employees on how to treat customers according to its core values. When an organization takes the time to identify what is important to consumers and its target market, it is better able to set value statements and protocols to meet higher ethical standards. For example, a coffee distributor that focuses on fair trade and farming sustainability, builds a brand supporting environmental and social responsibility.

3) Reduces Financial Liabilities

Organizations that don't develop policies on ethical standards risk financial liabilities. The first liability is a reduction in sales. For example, a real estate development company can lose customer interest and sales if its development reduces the size of an animal sanctuary. This doesn't mean a company must abandon growth. Finding an ethically responsible middle ground is imperative to sway public opinion away from corporate greed and toward environmental responsibility.

4) Minimizes Potential Lawsuits

The second area of financial liability exists with potential lawsuits. No organization is exempt from a disgruntled employee or customer who claims discrimination. Sexual discrimination in the workplace is costing CEOs, politicians and celebrities their livelihood because they are not appropriately dealing with accusations and harassment claims. Organizations must maintain policies and procedures addressing various types of harassment and discrimination. Moreover, organizations must remain consistent in the execution of policies dealing with accusations. This helps reduce frivolous lawsuits that could bankrupt smaller organizations.

➤ STRESS MANAGEMENT

Stress is your body's way of responding to any kind of demand. It can be caused by both good and bad experiences. Stress is the body's reaction to any change that requires an adjustment or response. The body reacts to these changes with physical, mental, and emotional responses. There are certain ways to manage stress and are:-

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- 1) **Exercise:** Working out regularly is one of the best ways to relax your body and mind. Plus, exercise will improve your mood. But you have to do it often for it to pay off.
 - 2) **Relax Your Muscles:** When you're stressed, your muscles get tense. You can help loosen them up on your own and refresh your body by:
 - Stretching
 - Enjoying a massage
 - Taking a hot bath or shower
 - Getting a good night's sleep.
 - 3) **Deep Breathing:** Stopping and taking a few deep breaths can take the pressure off you right away. You'll be surprised how much better you feel once you get good at it. Just follow these 5 steps:
 1. Sit in a comfortable position with your hands in your lap and your feet on the floor. Or you can lie down.
 2. Close your eyes.
 3. Imagine yourself in a relaxing place. It can be on the beach, in a beautiful field of grass, or anywhere that gives you a peaceful feeling.
 4. Slowly take deep breaths in and out.
 5. Do this for 5 to 10 minutes at a time.

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- 4) **Eat Well:** Eating a regular, well-balanced diet will help you feel better in general. It may also help control your moods. Your meals should be full of vegetables, fruit, whole grains, and lean protein for energy. And don't skip any. It's not good for you and can put you in a bad mood, which can actually increase your stress.
 - 5) **Slow Down:** Modern life is so busy, and sometimes we just need to slow down and chill out. Look at your life and find small ways you can do that.
 - 6) **Take a Break:** You need to plan on some real downtime to give your mind time off from stress. If you're a person who likes to set goals, this may be hard for you at first. But stick with it and you'll look forward to these moments.
 - 7) **Make Time for Hobbies:** You need to set aside time for things you enjoy. Try to do something every day that makes you feel good, and it will help relieve your stress. It doesn't have to be a ton of time -- even 15 to 20 minutes will do. Relaxing hobbies include things like:
 - Reading
 - Knitting
 - Doing an art project
 - Playing golf
 - Watching a movie
 - 8) **Talk About Your Problems:** If things are bothering you, talking about them can help lower your stress. You can talk to family members, friends, a trusted clergyman, your doctor, or a therapist.
 - 9) **Go Easy On Yourself:** Accept that you can't do things perfectly no matter how hard you try. You also can't control everything in your life. So do yourself a favor and stop thinking you can do so much. And don't forget to keep up your sense of humor. Laughter goes a long way towards making you feel relaxed.
 - 10) **Eliminate Your Triggers:** Figure out what are the biggest causes of stress in your life. Is it your job, your commute, your schoolwork? If you're able to identify what they are, see if you're able to eliminate them from your life, or at least reduce them.

☞ MEDITATION/DHYANA

- ✓ **Meditation** is a practice where an individual operates or trains the mind or induces a mode of consciousness, either to realize some benefit or for the mind to simply acknowledge its content without becoming identified with that content, or as an end in itself.
- ✓ The term meditation refers to a broad variety of practices that includes techniques designed to promote relaxation, build internal energy or life force (qi, ki, prana, etc.) and develop compassion, love, patience, generosity, and forgiveness.
- ✓ In other words, Meditation is the practice of turning your attention to a single point of reference. It can involve focusing on the breath, on bodily sensations, or on a word or phrase known as a mantra.
- ✓ In short, meditation means turning your attention away from distracting thoughts and focusing on the present moment.

✦ TYPES OF MEDITATION

The different types of meditation techniques that have evolved from Hinduism, Christianity, and Buddhism can be classified under five categories:-

1) Concentration Meditation

This allows your mind to be calm and awaken beyond thought elaboration and even beyond your sense of self. Once you hold this view of awareness, you can use it for your wellness and for the greater good. It is more correct to say that it affects positively all the beings, yourself included. The different types of techniques that will help you gain concentration include:-

- Zen meditation
- Transcendental Meditation
- Om meditation
- Shine Meditation or Samadhi
- Chakra Meditation.

2) Reflective Meditation

Reflective meditation is also known as analytical meditation and refers to **disciplined thinking**. In order to successfully practice reflective meditation, you will need to choose a question, theme, or topic and focus your analysis or reflection upon it. Initially, your thoughts may wander to other topics but then you need to train your mind to come back to the topic in question. There are different types of questions or reflective ideas that you can focus on, such as:-

- Who am I?
- What is the true purpose of my life?
-

- What is my role in this universe?
- How can I help remove the sufferings of others?

3) Mindfulness Meditation

Mindfulness meditation is one of the important meditation types that helps you learn a simple thing: to pay attention or be "mindful". This type of meditation is known to provide pain relief and help for those suffering from anxiety and depression. There are different types of techniques in this category that you can practice, like:-

- Vipassana meditation - read what Olga writes about it!
- Deep breathing meditation
- Body scan meditation
- Visualization meditation
- Mindful breathing
- Mindful eating
- Sitting Meditation
- Walking Meditation

4) Heart-Centered Meditation

This meditation technique helps in opening the heart chakra and removes any negative energy that exists. In order to practice this meditation technique, choose a quiet place, set the right posture and focus on the heart area while inhaling and exhaling slowly but smoothly. You can also connect your heart to the heart of a teacher or a person you feel that is compassionate.

5) Creative or visualization meditation

A different type of meditation technique, this form of meditation will enable you to consciously cultivate as well as strengthen different qualities of your mind. It focuses on strengthening qualities, such as appreciation, joy, compassion, patience, empathy, love, gratitude, compassion, humility, fearlessness, and tenderness, among others.

⇒ YOGA

- ✓ Yoga is a Sanskrit word which means "Listen"), it is a group of physical, mental, and spiritual practices or disciplines which originated in ancient India.
- ✓ There is a broad variety of yoga schools, practices, and goals in Hinduism, Buddhism, and Jainism. Among the most well-known types of yoga are Hatha yoga and Rāja yoga.

- ✓ Yoga is a type of exercise in which you move your body into various positions in order to become more fit or flexible, to improve your breathing, and to relax your mind.

✦ TYPES OF YOGA

1) Hatha yoga

The term Hatha Yoga has been commonly used to describe the practice of asana (postures). The syllable 'ha' denotes the pranic (vital) force governing the physical body and 'tha' denotes the chitta (mental) force thus making Hatha Yoga a catalyst to an awakening of the two energies that govern our lives. More correctly the techniques described in Hatha Yoga harmonise and purify the body systems and focus the mind in preparation for more advanced chakra and kundalini practices.

2) Rajayoga

Raja means King. A king acts with independence, self-confidence and assurance. Likewise, a Raja Yogi is autonomous, independent and fearless. Raja Yoga is the path of self-discipline and practice. Raja Yoga is also known as Ashtanga Yoga (Eight Steps of Yoga), because it is organised in eight parts:-

- Yama - Self-control
- Niyama- Discipline
- Asana - Physical exercises
- Pranayama - Breath exercises
- Pratyahara - Withdrawal of the senses from external objects
- Dharana - Concentration
- Dhyana - Meditation
- Samadhi - Complete Realisation

3) Gyanyoga

Gyanyoga is the process of converting intellectual knowledge into practical wisdom. It is a discovery of human dharma in relation to nature and the universe. Gyanyoga is described by tradition as a means to obtain the highest meditative state and inner knowledge.

4) Karmayoga

Karma Yoga is a path of devotion to the work. One loses his identity while working, only selfless work remains. This state is very difficult to achieve. Generally some rewards or incentives or outcome follows the work and one is attached to this reward or incentive. This is not the Karma Yoga. Non-

attachment with the work and becoming the perfect instrument of the super consciousness in this manifested universe is the ultimate aim of Karma Yoga.

5) Bhakthiyoga

Bhakti is a yoga of devotion or complete faith. This faith is generally in the God or supreme consciousness in any of the forms. It may be Lord Rama, Krishna, Christ, Mohammed, Buddha etc. It may be a Guru for his disciples. This Bhakti Yoga releases those suppressed emotions and brings the purification of inner self.

6) Swaryoga

Swara is Sanskrit word, meaning sound or note. It is also a continuous flow of air through one nostril. Yoga means union, so Swara yoga is a science which is realization of cosmic consciousness through control and manipulation of breath. Swara Yoga is science which is a complete study, observations, control and manipulation of breath or Swara. Pranayama is only related to control of breath in various ways. In swara yoga, you will find association of breath in relation to activities of sun, moon, various seasons, physical and mental conditions of individuals etc. So Swara Yoga is more comprehensive in theory and practices related to breath.

7) Kriyayoga

The word kriya means 'activity' or 'movement' and refers to the activity or movement of consciousness. Kriya also refers to a type of practical or preliminary practice leading to total union, the final result of practice. Kriya Yoga does not curb mental fluctuations but purposely creates activity and awakening in consciousness. In this way all faculties are harmonised and flower into their fullest potential.