

BBA (B&I)
GGSI Indraprastha University
BBA (B&I) 312: Managerial Personality Development

L-2 T-0 Credit-2

***NUES- Non University Examination Subject**

Objectives:

The purpose of this course is to develop oral and written communication skills and enhance overall personality of the students. The teacher will be a facilitator to promote activity centered individual skills and group performance.

Course Contents:

Unit -1

No. of Hours: 10

Find out how you think, determine what you value, be clear what drives you, audit your skills, describe your personality.

Unit II

No. of Hours: 10

Take a process view of your life, paint your figure, define your goals, make choices, identify your developmental needs, overcome resistance

Unit III

No. of Hours: 10

Build Your Network, develop a positive self image, empowerment, use a mentor, learn how to Learn, measure yourself, Increase Your Professionalism, Group Discussion on current social ,cultural and popular topics

Unit IV

No. of Hours: 10

Be assertive, aim for win-win, consult effectively, be a team player, help other achieve, use Power and influence, look good, sound good.

UNIT I

FIND OUT HOW YOU THINK

The best place to start is with yourself: get a piece of paper and write down everything that you know about your family, including full names, dates and places of birth, parents, siblings, children and any other details that you know. Record everything that you can and remember to add to it later if more things occur to you. As well as the genealogical facts, you could also include information about your relatives' characters: their hobbies, likes and dislikes, and anything that will capture the story of their lives. Many families keep important documents relating to themselves and their forebears, sometimes in a box in the attic or hidden under the bed. The more certificates, photos, letters and newspaper clippings that you can find the more money and time you might be able to save later on. This is a great time to start adding the details that you already know to a family tree. There are many different ways of arranging this information, including computer software that will help you organize what you've discovered.

A positive outlook on life is arguable one of the most powerful assets you can have. Positive people expect success, good health, happiness, wealth and good relationships and those things tend to show up in their lives. This is not because they are already successful, or because they are more confident and thus more outgoing, it is simply the attitude. This is a basic **law of attraction**: positive thoughts breed positive results. Your thoughts are much more powerful than just electric signals between synapses, they affect your life and those around you. The best day can be ruined by one negative person! The same applies to positive thinking. If you are a source of positive thought, you are also a source of positive energy to the environment and people that you interact with. A study was done where hundreds of participants took tests that determined whether they were pessimistic or optimistic. Each person then had their muscle strength measured and recorded. Each pessimistic person was then put into a room with one other optimistic person for several minutes. Upon leaving the room, the muscle strengths were measured again and every optimistic person lost strength while pessimistic people gained

strength. Thus positive feelings affect even more than other people's moods, it can influence even health and vitality.

Positive thinking is a mental attitude that sees the bright side of things.

A positive mind anticipates happiness, joy, health, and favorable results.

If you adopt this mental attitude, you teach your mind to expect success, growth and favorable outcomes. Some people accept positive thinking as a fact, and believe in its effectiveness. Others, consider it as nonsense, and scoff at people who believe or accept it. Among the people who accept it, not many know how to use it effectively to get results. However, it seems that many are becoming attracted to this subject, as evidenced by the many books, lectures and courses about it. This is a subject that is gaining popularity. It is quite common to hear people telling others to "think positive", while these same people do not follow their own advice. Most people don't take these words seriously, since they do not know what they really mean, or don't know how to change their mindset.

WITH A POSITIVE ATTITUDE

we experience pleasant feelings, and we visualize the results we want to achieve. This brings brightness to the eyes, more energy and happiness. The whole being broadcasts good will, happiness and success. Even our health is affected in a beneficial way. We walk tall, our voice is more powerful, and our body language shows the way we feel. Positive thinking doesn't mean that you keep your head in the sand and ignore life's less pleasant situations. Positive thinking just means that you approach the unpleasantness in a more positive and productive way. You think the best is going to happen, not the worst. Positive thinking often starts with self-talk. Self-talk is the endless stream of unspoken thoughts that run through your head every day. These automatic thoughts can be positive or negative. Some of your self-talk comes from logic and reason. Other self-talk may arise from misconceptions that you create because of lack of

information. If the thoughts that run through your head are mostly negative, your outlook on life is more likely pessimistic. If your thoughts are mostly positive, you're likely an optimist — someone who practices positive thinking. No one can avoid all negative feelings in life and it's not realistic to think you can or should. But the happiest people somehow know how to buffer them by keeping life's inevitable tragedies from spoiling the good stuff. And these folks may be the healthiest people as well. This section fills you in on the growing evidence that you may be able to improve your physical health just by changing the way you think and feel about your life. All the advice to "keep the sunny side up" if you want to be healthy sounds all warm and fuzzy, but almost too good to be true. Actually, though, a load of evidence shows that your attitude about life can improve your health and even speed your recovery from a serious ailment or surgery. The attitudes that seem to help the most are optimism, hope, and, above all, a feeling that you have some impact on the quality of your own life.

DETERMINE WHAT YOU VALUE

Your values are the things that you believe are important in the way you live and work. They (should) determine your priorities, and, deep down, they're probably the measures you use to tell if your life is turning out the way you want it to. When the things that you do and the way you behave match your values, life is usually good – you're satisfied and content. But when these don't align with your values, that's when things feel... wrong. This can be a real source of unhappiness. Values exist, whether you recognize them or not. Life can be much easier when you acknowledge your values – and when you make plans and decisions that honor them. If you value family, but you have to work 70-hour weeks in your job, will you feel internal stress and conflict? And if you don't value competition, and you work in a highly competitive sales environment, are you likely to be satisfied with your job?

In these types of situations, understanding your values can really help. When you know your own values, you can use them to make decisions about how to live your life, and you can answer questions like these:



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- What job should I pursue?
- Should I accept this promotion?
- Should I start my own business?
- Should I compromise, or be firm with my position?
- Should I follow tradition, or travel down a new path?

So, take the time to understand the real priorities in your life, and you'll be able to determine the best direction for you and your life goals!

Your values arise from and are therefore determined by your conscious or unconscious voids (what you perceive as most missing). What you perceive as most missing (void) in your life therefore becomes what you perceive as most important (value). Your underlying private voids drive your overlying public values. Your fulfillment means the filling of your perceptually empty voids. The hierarchy of your voids determines the hierarchy of your values. The hierarchies of your values determine how you perceive (what you selectively attend to) and how you act (what you selectively intend upon) in your world and therefore they determine your immediate destiny. Since your values change over time, your destiny therefore changes over time. The summation of your series of destinies determines your evolving life journey. Your ultimate or relatively unchanging core value dictates your infinite journey the most. Your transient, changing, crusted hierarchy of values dictates your series of transient finite destinies. The more important a value is - the higher it will be on your hierarchy of values and the more discipline and order you will have associated with it. The less important a value is - the lower it will be on your hierarchy of values and the less discipline and more disorder you have associated with it.

When you live according to your highest values you become inspired and awaken genius. When you live according to your lower values you require continuous outside motivation and you suppress your genius. Your present purpose or mission for life will reflect your present highest values. Although determining your values can be practically useful in your daily reality, in actually, nothing is void or missing in the first place, it is only in another unrecognized form. But

what you perceive to be 'missing' will become what seems to be 'important'. So this is why our private voids give rise to your public values. You fulfill a void and value through either a perception or an action.

BE CLEAR WHAT DRIVES YOU

Motivation can be surprisingly powerful, according to Evan Carmichael, an entrepreneurial expert. Entrepreneurs of all sizes take risks. Sometimes those risks end up taking a toll on your company and your drive. For smaller companies and solo entrepreneurs, it's a matter of keeping the dream going — remembering why you're doing it and getting the passion back — that will bring the bigger rewards. In larger companies it's more staff motivation than anything. To get to that level, the founders have already proven how driven they are.

To motivate the staff, Carmichael suggests companies focus on four areas:

Incentives — These could include stock options, profit sharing, raises, etc. By having contests, rewards or some other type of recognition, it encourages employees to work harder. It shows them that you value all their hard work and effort. Moreover, it helps when setting benchmarks for your employees, giving them an idea of what they should accomplish.

Goals — Employees need to know what is expected of them and when. Companies should have job descriptions with goals ready in advance. Those goals should be tied into the company's goals. When setting goals, be sure to pick something that can actually be measured. It will give you a clear picture how things are really going, and it's easier to track something you can quantify.

Environment — once you've made the goals and rewards clear, you need to create an environment where people will want to work. If your employees enjoy coming to work, they can help refer other potential employees. If you can come up with the answer when you go to work in the morning, any challenge that comes along, any problem, any situation, you'll be able to resolve without any stress when you know where you are going – what drives you; what's important to you. Most business people never give this much thought. They just go through the

day doing what they did yesterday and the day before; and the day before that. They go through the daily motions without much thought or clear intention.

Every business day, to insure success, you need to be focused on the needs of the others you work with such as customers, co-workers and vendors. But if you don't know what you need how will it be possible for you to be successful? So give it some deep reflection. Determine what you need from the work you do both emotionally and financially. Then build your business life not just around the needs of your customers but around your needs also. If you take this two-step business approach you'll find that you're not only making money but you'll have the satisfaction of your business life and your personal life.

AUDIT YOUR SKILLS

Introduction

Looking at the skills of staff, management committee and volunteers is an important part of organizational development. It is also something that many organizations in the Voluntary, Community and Social Enterprise (VCSE) sector feel they need support with.

What is a skills audit?

- A skills audit (also called Training Needs Analysis or TNA) is a process an organisation carries out to assess individual staff, management committee and volunteers' learning needs.
- It is used to find out about **ALL** the knowledge and skills your staff or volunteers and board members have, not just those needed for their current role in the organisation.
- It provides the organisation with information about training and development needs.
- A skills audit can take place once a year and can be done as part of an appraisal process, supervision or whichever process you feel most comfortable with.

Issues you need to consider:

Carrying out a skills audit is useful even though staff members may move on to other jobs.

However:

- Don't promise anything you can't deliver.
- Make sure it's not just a paper exercise.
- Draw up your own clear criteria for prioritizing the training needs within your organisation.
- Give your staff, management committee and volunteers clear instructions.
- Confidentiality - make sure you let people know what information will be shared with others
- Make sure you timetable in how long it will take.
- Enjoy the process - it's worth it!

A personal skills audit is an exercise in which an individual willing to choose or change a career takes a personal evaluation to find out his or her strengths, skills and talents in order to make a decision in those lines on which career to take. The personal skills audit is important because it will likely boost your morale on the choice of job and lead you to success. Self awareness is the key to effectively understanding your strengths and what skills and capabilities you have to offer an employer. Start by assessing which employability skills you have – what kind of things are you good at? What areas do you need to develop? Once you know what you're good at, it's easier to know which jobs and careers you're more likely to enjoy, succeed at – and get hired for!

A key piece of information an organisation needs to know is what skills and knowledge the organisation has. This information is essential for a number of reasons:

- 1) It determines whether the organisation can meet its goals.
- 2) Without this information the organisation doesn't know where to improve.
- 3) Training and development will be better targeted.
- 4) Recruiting needs are better defined and more likely to result in the most appropriate candidate.

Skills audit is a process that can be used to identify the skill gaps in an organisation. The outcome is a training needs analysis that identifies where training is needed.

So a skills audit results in:

- An understanding of the skills required and gaps the organisation currently has.
- A targeted analysis of development needs.
- A listing of people who need development.
- Data that can be used for purposes such as internal selection.
- Information that can be used for dynamic succession planning.

SKILLS AUDIT

A skills audit is a review of your existing skills against the skills you need both now and in the future. It can help you to identify your existing skills, identify what skills you may need to carry out your existing voluntary work and role more effectively and to plan, develop and improve the skills and knowledge needed for your future career.

Carrying out a skills audit is a five stage process.

Stage 1 - Existing Skills and Knowledge Identification

First you write down, as a bullet point list, the knowledge and skills which you consider to be important for your current voluntary work. You may find it useful to refer to the section 'How are skills learnt' to do this and to refer to your 'job description' (if there is one for your voluntary work) and to information within the University's Careers service.

Stage 2 - Future Skills and Knowledge Identification

Next write down as a bullet point list, the knowledge and skills which you consider to be important for your future career. Each list should comprise roughly between fifteen to twenty bullet points.

Stage 3 - Rating Your Ability

Once you have produced your lists you need to rate your current ability against each one. This may be done via a 3 point rating of strong, weak and somewhere in-between, or you may find it more useful to use a five point scale such as the one below.

1. No current knowledge or skill (no current competency),
2. Some awareness but not sufficiently competent to use it,
3. Familiar with and able to use the knowledge or skill (some competency),
4. Proficient in the knowledge or skill and able to show others how to use it (high level of competency),
5. Expert with a high degree of skill and/or comprehensive knowledge (fully competent).

Stage 4 - Review Your Ability Ratings

Next ask a friend or your supervisor, or tutor to review your list and give you feedback. Try to ensure that you choose someone who is honest and not afraid to tell you the truth. There is no point in asking a close friend if they are unwilling to be honest for fear that they may hurt your feelings by telling you that you are possibly not as good at something as you think you are.

Stage 5 - Your Future Development

The final stage is simply that of using the information to concentrate on developing the skill and knowledge areas where you have a low score or have identified that you are not fully competent.

A more advanced method of carrying out a skills audit is to produce three bullet point lists:

1. Behavioral skills

These are the transferable personal and interpersonal skills which are necessary for almost every career. These are typically the skills of:

Communication, working with and relating to others, problem solving, communication skills, ITC skills, mathematical skills, self management and development, time management, managing tasks, time management, communicating clearly and effectively, applying initiative.

2. Technical knowledge and skills

These are those which are specific to the particular technical/professional area(s) in which you work. For example: if you are doing voluntary work in a school then there may be specific knowledge you may need in order to work with children, or, if you know that your chosen career will be as a counsellor then you will identify that you need to develop specific counselling skills.

3. Other knowledge and skills

Those which do not appear on either of the other two lists. They may relate specifically to the area that you do your voluntary work in and may include particular methods and procedures you use or may relate to the position that you occupy and role you carry out.

DESCRIBE YOUR PERSONALITY

Describing anyone's personality is a piece of cake once you've found the right words. So often, it's easy to fall back on the terms 'nice,' 'mean,' 'cool,' and 'ok.' While common in the English language, these words aren't very descriptive. When describing an individual, you'll want to give your reader or listener more than these vague adjectives. Some more useful terms include 'friendly,' 'charismatic,' 'generous,' 'confiding,' 'funny,' 'serene,' and 'energetic.' These could all be considered positive terms, and are more descriptive choices than the ho-hum 'nice.' By contrast, instead of saying someone is 'mean,' you might say they are 'ill-tempered,' 'selfish,' 'greedy,' 'uncaring,' or 'lazy,' depending on the specifics of their personality. Other terms that can be used to describe one's personality are 'fickle,' 'shy,' 'outgoing,' 'diligent,' and 'perceptive.' Remember, these lists are just a jumping off point. Before using them any of them to describe an individual's personality, be sure to look them up in a dictionary so you can be sure you're applying them appropriately. On the surface being asked to describe your personality appears to be a straightforward interview question, but if you answer too hastily, you may end up sounding like every other candidate. You must think about what makes you unique and how you can make yourself stand out and be remembered.

Interviewers ask this question for a couple of reasons: to hear where you place the emphasis in your description and to see how quickly and creatively you can think on the spot. Don't give the interviewer the same answers everybody else gives. Think about new ways to get your message across and sell yourself. Describing your personality is like writing ads for a product. What makes you unique? Are you the type of person who would fit into this organization? Your job is to convince your interviewer that you have the perfect personality for the position. Make a list of personality traits that describe you. Determine the qualities you would like the interviewer to remember after the interview. Incorporate some of the same words used in the job posting. For

example, if the job listing reads: "Must have five or more years' experience managing a diverse population of employees," you might say to the interviewer:

"I am a person who values other people's qualities and contributions. My employees would tell you that I am a fair manager who listens when they have something to say." The more specific you are with your answer, the better your chances of leaving a lasting impression. Interviewers talk to several candidates in a single day. What will make you memorable?

UNIT II

TAKE A PROCESS VIEW OF YOUR LIFE

While it's true some people seem to find their life purpose easier than others, it's also true that God really does have a plan for every single person, even if it takes a while to see what it is. Most people think finding your life purpose means doing something you truly love. It's an area that just seems natural to you and things just seem to fall into place. But what if things aren't so clear for you? What if you're not sure what your gifts are? What if you haven't discovered any particular talent that makes you think it could be your true calling in life? Or what if you're working somewhere and you're good at it, but you just don't feel fulfilled? Is this all there is for you? Don't panic. You're not alone. There are lots of people in the same boat. Take a look at the disciples. Now, there's a diverse group. Before Jesus came on the scene, they were fishermen, tax collectors, farmers, etc. They must have been good at what they were doing because they were feeding their families and making a living.

But then they met Jesus, and their true calling came into focus very quickly. What the disciples didn't know is that God wanted them to be happy—even more than they did. And following God's plan for their lives made them happy inside, where it really matters. What a concept, huh? Do you suppose it could be true for you too? That God wants you to be truly happy and fulfilled even more than you do?

Your Next Step

The next step in finding your life purpose is right in the Book. All you have to do is read it. The Bible says Jesus told his disciples they were supposed to love one another as he loved them. And he wasn't kidding. Getting really good at this part of the process is like building the basement of your house. You wouldn't dream of moving forward without a rock solid foundation. Discovering God's purpose for your life is exactly the same. The foundation of the process means getting really good at being a Christian. Yup, that means being nice to people even when you don't feel like it, forgiving people, and oh yes, loving the unlovable people in the world.

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But What about Me and My Life?

So if you get really great at being a Christian, or at least you think you are, and you still haven't found that true purpose—then what? Getting really good at being a Christian means you stop thinking about *you* all the time. Take the focus off you and look for ways to be a blessing to

someone else. There is no better way to receive help and direction in your own life than to focus on someone else. It seems completely opposite of what the world tells you. After all, if you're not looking out for yourself, then who will? Well—that would be God. When you focus on someone else's business, God will focus on yours. It means planting seeds in great soil, and then simply waiting for God to bring a harvest into your life.

Step Out and Try It

Working with God to find your life purpose means working as a team. When you take a step, God takes a step.

- **Be willing to try some things that interest you.** You will know very quickly if you've found the right thing for you. Doors will either open or slam shut. Either way, you'll know where you stand.
- **Be Patient.** Wanting to know everything *right this second* is pretty common these days. Learning to trust that God will show you when He's ready—now that takes patience. God isn't going to show you every piece of the puzzle all at once. If he did, you'd get that "deer in the headlights" look, because you'd be so overwhelmed by it all. Not to mention you'd be overly tempted to come up with a back-up plan "just in case" things didn't work out.
- **Don't waste your time on things you know aren't from God.** "Get rich quick" schemes never work. Finding a Christian husband or wife won't happen if you're focused on activities and events that don't involve Christians. And participating in things you know are wrong—well, you're simply prolonging your answers.
- **Don't let the people around you talk you into things.** Just because it all sounds like a good idea from the world's view doesn't mean it's God's plan for you. Following God's leading sometimes means you have to say no to many well-meaning family members or friends. It comes down to the decision to follow, no matter where it leads.
- **Lastly, don't ever give up.** You may not know your specific purpose today or tomorrow, but as long as you're really great at being a Christian, and your heart is open, you **will** find God and he **will** find you.

DEFINE YOUR GOALS

1) **Decide what you want.** Goal setting is the opposite of floating through life letting things happen to you. If you don't know what you want to achieve, be and succeed at in life, then you risk being open to doing whatever others suggest. Setting goals requires you to make a decision about what you actually want. Striving for those goals lets you achieve your known desires. And goal setting requires setting a deadline, so that you don't waste precious time.

Get clear about what you want by asking a series of questions. Ask yourself:

- What do I know about this?
- What information do I have?
- What information do I need? Where can I get it?
- What skills do I need to master?
- What other resources should I use?
- Is this the best way to do it, or is there some other way?

2) **Start small, but keep walking.** Goals don't necessarily have to be big. Indeed, when you set your goal too high, you might find it overwhelming and too time consuming, so you just give up or keep on changing goals rather than achieving anything. Bear in mind that goal setting isn't all about success—there will be setbacks. This is why small goals are preferable because you can measure achievement and the setbacks don't knock you about so harshly. Set goals in small increments, complete with time, dates, amount, some details. If you tell yourself, "I'm going to be an opera singer" and then sit around and wait for it to suddenly happen, you could be waiting all your life. Start with singing lessons for a month, and then a year and expose yourself to opera music. You can then progress to more singing lessons year after year. By breaking down your goals in smaller, workable units, you are more likely to make them come true. Remember, even the greatest ones had to start somewhere.

3) **Match your goals to relevant areas of life.** It's not unusual to have general goals that apply to all areas of your life. Things like, "I want to be successful", or "I want to be rich".

They're aspirations with broad intent rather than specific road maps. By detailing your goals into specific realms of your life, you'll gain more control and sense of purpose over them.

4) **Be positive when stating your goals.** Instead of saying, "I am not going to miss my exercise routine today", say "I'll make time for 20 minutes on the treadmill." Stating your goal positively will help you view it as a good thing to do, and not as a by-product of what you have to avoid.

5) **Don't underestimate yourself.** It's tempting to sometimes just slack off or let yourself off too easily. If you want to write the definitive American novel, then don't try to churn out just a page or two a day when you know you're more than capable of writing five pages, even ten. The fear of failure is sometimes to blame for setting our goals too low. How often have you said something like, "I don't really want to volunteer for that project 'cause I might screw it up. And then my colleagues will make fun of me"? A lot, probably.

6) **Write it down.** Putting your goal down on paper is more than just memorizing it. You are actually confirming your willingness to make it come true. A written list of goals is an effective reminder of what you need to do. Once you're done, write a good review of your accomplishment. A simple list on a piece of notebook paper is fine. Or, use a computer program to really jazz it up if that's your thing. You may want to hang up the written goal sheet somewhere, as a constant reminder to work toward your goals: inside your closet, the back of your medicine cabinet door, or on your bulletin board near your desk.

7) **Affirm it.** Affirmation is really more than writing down, "I am going to buy my \$750,000 home by Christmas", twenty times. It's about being conscious not only of your thought processes, but also of your acts during the day. If you're trying to save money and then you pass by a shop window where a great pair of shoes seems to have your name on it, think, "If I buy those shoes, would I be making my goal of saving easier? Will I be able to meet my deadline if I splurge just this once? A few months from now if I don't meet my deadline because I didn't save enough, would I feel good about it?"

8) **Stop procrastinating.** So you've heard this before. Big deal. Well, it is. Time wastage is one of the greatest crimes in history. If Henry Ford put off studying and tinkering with machines for another time, someone else would have improved on automobiles and he wouldn't have gone down in history as a pioneer. If you're used to procrastination, being bullheaded about a goal can seem scary at first. Try to set a schedule and then reward yourself each time you meet it.

9) **Habituate yourself to liking the challenges.** The most difficult thing is to *like* something useful. Many people focus subconsciously on the petty, shallow things in life, such as entertainment, celebrity-watching, wishing after the lifestyles of the rich and famous, etc., and when time comes for focusing on big goals for ourselves, we back out because we see it as beyond our own capabilities. It is simply a misinterpreted relativity. There is reason to feel worthless before a big goal just because you have been **liking** petty goals. Substitute the shallow with thinking big when you're setting goals—allow yourself to think great thoughts.

10) **Review your progress.** After setting, affirming and doing, comes reviewing. This article is focused on the setting. But as part of setting your goals, be sure to write in occasional statements requiring you to "review this goal's progress". It's an important reminder to keep you on the path of achieving the goals you've set yourself. Now go set your goals and start working on them!

MAKE CHOICES

We make decisions every day; everything we say and do is the result of a decision, whether we make it consciously or not. For every choice, big or small, there's no easy formula for making the right decision. The best you can do is to approach it from as many perspectives as possible and then choose a course of action that seems reasonable and balanced at that time.

1) **Before you begin try some deep breathing.** It helps clear your mind so that you are calmly figuring out the solution, instead of frantically worrying about outcomes.



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- 2) **List your options.** Prima facie, it may appear that there is only one course of action, but that is usually not true. Even if your situation seems limited, try to make a list of alternatives. Refrain from evaluating at this point; brainstorm and write down every idea that comes to mind, as crazy as it may seem. You can always cross it off the list later, but with those crazy ideas might come some creative solutions that you might not have considered otherwise. Then ask other people for suggestions. Be terse and ask them what they might do in your situation. Sometimes strangers can offer the most creative ideas because they do not share your assumptions or biases.
- 3) **Weigh the possible outcomes.** For every option, list every possible outcome and label it as positive or negative. One way to do this is to put a plus sign (+) next to a positive outcome and a minus sign (-) next to each negative outcome; especially positive or negative outcomes can get two signs instead of one. Some people find it helpful to make a decision tree, which lays out every possibility in visual format.
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- a. For every scenario, think about whether the best possible outcome is worth accepting the risk of the worst possible outcome. If the worst possible outcome is completely unacceptable to you, meaning that you could never forgive yourself if it happens, then you probably shouldn't make that decision.
- b. Make note of the likelihood of each outcome. Give each one a percentage (e.g. there's an 80% chance of this happening, and a 20% chance of that happening). Make sure your estimates are based on experience or observation; otherwise, your fear or excitement might distort your perception of probability.
- c. Consider which option will encounter the most resistance and why. Significant difficulty in implementing a decision can sometimes outweigh the benefits of the outcome, depending on the situation. Other times, it's the most resisted decision that would make the biggest difference.



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4) **Consult your intuition.** You must feel comfortable with the decision. On your list or tree, place markings next to those decisions that are backed up by your intuition. There are several ways to find out which those are:

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- a. Imagine your ideal self. If you were already the person you're striving to be, what would you do? If this is difficult to grasp, then think of your role models and heroes--the people who inspire you. What would they do in your place, and why?
 - b. Focus your mind through meditation or prayer. Push analysis out of your head and trust the guidance of something other than your conscious mind, whether it's a deity, the universe, or your subconscious mind. Which decision feels right now?
 - c. Visualize every outcome in detail. Engage all your senses when you picture what could happen as a result of each decision. If you're debating whether to visit a certain destination, for example, imagine that you're there--the views, the smells, the sounds, and every last detail. Maybe you'll find that you want it--or don't want it--more than you thought you did. Just be sure to imagine *every* outcome in detail, not just the best or the worst ones.

5) **Make a choice.** This is, of course, the hardest step, but there will hopefully be a decision on your list that is backed up by both logic *and* intuition. It should have more plus signs than negative signs, and it should have your intuition's approval. If things don't match up clearly, though, ask for advice from people you trust. This can be a good tie-breaker.

-
- a. No matter which decision you make, be prepared to accept responsibility for every outcome. If things don't work out, it's always better to have made a conscious decision than to have been careless. At least you can say that you did the best you could.
 - b. If you can, make a backup plan in preparation for any negative outcome. Think ahead. The best decision makers aren't people who never make mistakes; they're people who hope for the best and *prepare for the worst*.

- 6) **Implement your decision wholeheartedly and joyfully.** Once you have made a decision, implement it totally. At this stage, don't be confused by thinking about the other potential alternatives that you did not pick.
- 7) **Evaluate your decision.** This is the most important step. If you don't evaluate your decision afterward, you won't learn anything from it. Ask yourself whether the outcome was what you expected. Would you do it again? What do you know now that you didn't know before? How would you turn this lesson learned into advice? By drawing insight and wisdom from every decision you make, you can ensure that every choice has at least one positive outcome.

IDENTIFY YOUR DEVELOPMENTAL NEEDS

Identifying your development needs

Identifying development needs can be challenging. It is tempting to look at courses that just sound interesting to you, however it is important to get the most out of your 'development' by targeting specific areas that are meaningful for you.

Following the steps below can make this easier:

1. The first stage in the process is to identify what you are '**required**' to do in your role. When identifying training for your role at work it is often useful to start with your job description and identify what you are required to do. In doing so, consider what skill sets, behavioral aspects and knowledge requirements are important for you to be able to perform effectively. You may also want to consider at this stage what may be required if you want to progress and develop into a new role, and list the skills knowledge and behaviors required to meet the standard
2. The second stage is to understand your '**actual**' current skills, behavioral traits, and knowledge base, and consider how these map onto what you are required to do already. You may realise that you have attributes that you are not able to use in your role which



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you may want to use more. Or you may realise that over time some gaps have widened and you may need to take a little time to close them again. During this stage it is critical that you are honest! It can be helpful to ask others for honest feedback and you could consider asking colleagues or your manager to help you with this if you feel comfortable to do so.

3. Stage 3 is a **comparison** stage where you consider your identified '**required**' skill sets, behavioral aspects and knowledge requirements, with your '**actual**'. If you have identified some gaps you have then successfully identified possible areas where you can target your learning or development to make sure you are using your time most effectively.

You may find it useful to use this form to help you through the three stage process:

Decide how to approach

Once you have identified your needs the next step is considering how you will approach your development. Before you do this, it might be worthwhile spending some time thinking about how you personally like to learn. You may be someone who prefers to read and reflect on information, enjoy discussing issues in groups, like to observe others, or you may just like to try things out. Either way, you will probably have a preference in your learning approach and this is normal, however it is important to remember that it can be useful to adopt a range of techniques to help you develop. When you are deciding on your development you may want to consider other options and other development techniques as well as the traditional approach to going on courses.

Plan your development

By this stage you should have identified some areas for development and given some consideration in relation to how you prefer to learn. It is recommended that you use a development plan, by doing so should help you stick to what you set out to achieve.

Review your progress

By making time to review your development ensures the learning cycle is brought full circle. Remember to make sure you log what you learned on your Personal Development Plan, and how you have used what you have learned. Remember to bear in mind that you can add to your Personal Development Plan after you have completed a task or project for example, it can be surprising how much you learn just through 'on the job' training and development. This record will help you in the future in a number of ways. Among these include having a record of your achievements for your Performance and Development Review (PDR) and they are also useful when applying for new posts as they can help to remind you of your achievements which can easily fade into the background of the day to day work.

OVERCOME RESISTANCE

In business, the one thing you can be assured of is change. As the economy ebbs and flows, so must the strategies employed by business. If your organization experiences change it may also need to implement new business strategies, which can create resistance among employees. While every organization is different, there are some common best practices that can help to overcome resistance to new business strategies.

Step 1

Create a way to communicate with employees about new initiatives and their progress. Instruct key management to provide employees with regular updates at team meetings.

Step 2

Market the new business strategy to each group. Explain the new plan in terms (a common language) that help each group understand how the new strategy will make their own jobs better or easier. Everyone in the organization must understand the goal of the new business strategy.

Step 3

Invite a team member from each functional group to participate in meetings or provide seminars for each group to market the strategy.

Step 4

Select a group of change agents from key positions to help manage planning and implementation. Find one person from each group who is vocal. Try to select those in non management positions as well.

Step 5

Develop key deliverables for each department, organization and person involved in the new business strategy. A deliverable is a final report or the output from implementing the new business strategy. Each group head must tailor the deliverable to the goals of the group. For example, one deliverable can be to increase sales by 5 percent. Another can be lower costs by 5 percent.

Step 6

The successful implementation to compensation. Create at least four key milestones and goals to measure success throughout the year. Report on performance regularly and publicly reward those people or groups that meet goals.

Here are 10 ways to begin overcoming the resistance that is holding you back from doing what you want to be doing with your life:

1. Write a list of the reasons why you want to do what you want to do. Write a list of the reasons why you are not actually getting on and doing it. Seeing the facts in black and white helps concentrate the mind towards the things that really are important.
2. Imagine you are old and looking back on your life. What do you want to have achieved?
3. Don't worry about failure. Or rather, do not let its prospect prevent you from beginning. If you do not even start then you certainly will not succeed!
4. Be assured that the first step is the hardest. Committing, then actually Beginning, are the most daunting parts of any project.
5. Focus on the positives of what you want to do and why you want to do it rather than losing sleep about what may conceivably go wrong.
6. Stop listening to your own excuses. It is time to be honest, brutally honest with yourself. No more excuses!
7. Time is a-marching my friend. Have a look at the Death Clock to see how long you have left alive. If that doesn't jolt you perhaps you are already dead?
8. Simplify, simplify, simplify! We need to accept that we cannot achieve all that we would like to do. Rather than sinking in the mire of despond as you contemplate concentrate instead on what is the most important thing for you to accomplish. Now get on with that.

9. Go for a run / walk / ride. Blow away the cobwebs, empty your lungs clear your brain, come home hungry for action!

10. Stop reading this website, stop mucking about, and just get started.

UNIT-III

DEVELOP A POSITIVE SELF IMAGE

What is self-image?

Self-image is the personal view we have of ourselves. It is our mental image or self-portrait. Self-image is an internal dictionary that describes the characteristics of the self, including intelligent, beautiful, ugly, talented, selfish and kind. These characteristics form a collective representation of our assets and liabilities as we see them.

How is self-image developed?

Self-image is a product of learning. Parents or caregivers make the greatest contribution to our self-image. They are mirrors reflecting back to us an image of ourselves. Our experiences with others such as teachers, friends and family add to the image in the mirror. Relationships reinforce what we think and feel about ourselves. The image we see in the mirror may be a real or distorted view of who we really are. Based on this view, we develop either a positive or a negative self-image. The strengths and weaknesses we learn as children are internalized and affect how we act as adults today. We continually take in information and evaluate ourselves. How do I look? We have a mental image of our physical appearance. How am I doing? We have a performance image of our successes and failures. How important am I? We have an inner sense of our adequacy and value. With a positive self-image, we own our assets and potentials while being realistic about our liabilities and limitations. A negative self-image focuses on our faults and weaknesses, distorting failure and imperfections. Self-image is important because how we think about ourselves directly affects how we feel about ourselves and how we respond to life.

Self-image can determine the quality of our relationships with others. How we think and feel about ourselves influences the way we react or respond to life stressors. A positive self-image affects our physical, mental, social, emotional and spiritual well being.

How can we create a positive self-image?

Self-image is not permanently fixed. Part of our self-image is dynamic and changing. We can learn to develop a healthier and more accurate view of ourselves, thus changing the distortions in the mirror. Self-image change is a process occurring over a lifetime. A healthy self-image starts with learning to accept and love ourselves. It also means being accepted and loved by others.

Specific steps to foster a positive self-image

The following are steps that you can take to begin fostering a positive image of yourself:

- Take a self-image inventory
- Define personal goals and objectives
- Set realistic and measurable goals
- Confront thinking distortions
- Identify childhood labels
- Stop comparing yourself to others
- Develop your strengths
- Learn to love yourself
- Give positive affirmations
- Remember that you are unique
- Learn to laugh and smile
- Remember how far you have come

What is body-image?

Body-image is part of self-image. Our body-image includes more than what we look like or how others see us. It also refers to how we think, feel and react to our own self-perceived physical attributes. Body-image development is affected by cultural images and the influence of family, peers and others. A positive body-image contributes to enhanced psychological adjustment (less depression, positive self worth, life satisfaction, less interpersonal anxiety, fewer eating disorders). Distortions in our thinking contribute to a negative body-image.

How can we enhance our body-image?

Body images are not fixed. Our body experiences change as we grow older, and each stage in our life is associated with body-image markers. Building a positive body-image is a lifelong process. Changing body-image means more than changing our body. It means changing how we think, feel and react to our body. Weight management and surgery are two ways to alter the body. Learning to have a positive relationship with an imperfect body increases the ability to lose weight. Surgery can be a catalyst for changing how we see ourselves. Extensive outside remodeling, however, also requires extensive inside changes in body-image.

Specific steps to enhance body-image:

- Explore your personal body-image with its strengths and limitations
- Confront thinking distortions related to your body
- Challenge misleading assumptions about body appearance
- Accept and love who you are
- Be comfortable with your body
- Have positive experiences with your body
- Be a friend to your body with positive affirmations

EMPOWERMENT

The term empowerment covers a vast landscape of meanings, interpretations, definitions and disciplines ranging from psychology and philosophy to the highly commercialized self-help industry and motivational sciences. Sociological empowerment often addresses members of groups that social discrimination processes have excluded from decision-making processes through - for example - discrimination based on disability, race, ethnicity, religion, or gender. Empowerment as a methodology is often associated with feminism: see consciousness-raising. "Marginalized" refers to the overt or covert trends within societies whereby those perceived as lacking desirable traits or deviating from the group norms tend to be excluded by wider society and ostracized as undesirables. Sometimes groups are marginalized by society at large, but governments are often unwitting or enthusiastic participants. This Act made it illegal to restrict access to schools and public places based on race. Equal opportunity laws which actively oppose such marginalization, allow increased empowerment to occur. They are also a symptom of minorities' and women's empowerment through lobbying.

Marginalized people who lack self-sufficiency become, at a minimum, dependent on charity, or welfare. They lose their self-confidence because they cannot be fully self-supporting. The opportunities denied them also deprive them of the pride of accomplishment which others, who have those opportunities, can develop for themselves. This in turn can lead to psychological, social and even mental health problems. Empowerment is then the process of obtaining these basic opportunities for marginalized people, either directly by those people, or through the help of non-marginalized others who share their own access to these opportunities. It also includes actively thwarting attempts to deny those opportunities. Empowerment also includes encouraging, and developing the skills for, self-sufficiency, with a focus on eliminating the future need for charity or welfare in the individuals of the group. This process can be difficult to start and to implement effectively. One empowerment strategy is to assist marginalized people to create their own nonprofit organization, using the rationale that only the marginalized people,

themselves, can know what their own people need most, and that control of the organization by outsiders can actually help to further entrench marginalization. Charitable organizations lead from outside of the community, for example, can disempower the community by entrenching a dependence on charity or welfare. A nonprofit organization can target strategies that cause structural changes, reducing the need for ongoing dependence. Red Cross, for example, can focus on improving the health of indigenous people, but does not have authority in its charter to install water-delivery and purification systems, even though the lack of such a system profoundly, directly and negatively impacts health. A nonprofit composed of the indigenous people, however, could ensure their own organization does have such authority and could set their own agendas, make their own plans, seek the needed resources, do as much of the work as they can, and take responsibility - and credit - for the success of their projects (or the consequences, should they fail).

USE A MENTOR

The word can be traced back to Homer's *Odyssey* as the name of a character who gave advice. It is now commonly used to describe an experienced person who advises a less experienced colleague. The novice is often referred to as a protégé and sometimes a mentee. A mentor possesses the wisdom only experience can provide, while the protégé is someone who is in the early stages of his or her career. While the protégé seems to reap the benefits of this relationship, it actually benefits both partners. The protégé receives guidance and helpful advice and invitations to industry events and introductions to higher-ups may be forthcoming. The mentor benefits from the opportunity to strengthen his or her leadership skills.

How Can a Mentor Help You?

He or she can:

- help you deal with a problem with a co-worker or your boss;
- alert you to new opportunities;

- help you find out how to learn new skills that are needed for your job;
- advise you about whether to accept a job offer

How to Establish a Mentor-Protégé Relationship

These relationships may come about formally or informally. Some companies have formal mentoring programs. When a new employee begins work, he or she is matched up with someone who can provide guidance. This may range from the older employee showing the newer one around and acquainting him or her with the company or organization to a more long-term plan that can last for years. More often, informal relationships come about when a seasoned worker takes a new one under his or her wing. Some professional organizations also have mentoring programs available. If you are entering a new field, it could be worth becoming a member of a professional group if it offers such a program.

Tips for Finding and Working with a Mentor

- Choose a mentor whose goals are similar to your own.
- Find someone who is in the same career as you.
- Your mentor should have time to give to this relationship.
- Take the initial step in establishing contact with a potential mentor since you are the one who will benefit the most from the relationship.

LEARN HOW TO LEARN

Your path for most effective learning is through knowing



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- yourself
- your capacity to learn
- the process you have successfully used in the past
- your interest in, and knowledge of, the subject you wish to learn

It may be easy for you to learn physics but difficult to learn tennis, or vice versa. All learning, however, is a process which settles into certain steps.

<p>Begin with the past</p>	<p>What was your experience about how you learn? Did you</p> <ul style="list-style-type: none"> • Like to read? Solve problems? Memorize? Recite? Interpret? Speak to groups? • Know how to summarize? • Ask questions about what you studied? • Review? • Have access to information from a variety of sources? • Like quiet or study groups? • Need several brief study sessions, or one longer one? <p>What are your study habits? How did they evolve? Which worked best? Worst? How did you communicate what you learned best? Through a written test, a term paper, an interview?</p>
<p>Proceed to the present</p>	<p>How interested am I in this? How much time do I want to spend learning this? What competes for my attention? Are the circumstances right for success? What can I control, and what is outside my control? Can I change these conditions for success? What affects my dedication to learning this? Do I have a plan? Does my plan consider my past experience and learning style?</p>
<p>Consider the</p>	<p>What is the heading or title? What are key words that jump out? Do I understand</p>



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process, the subject matter	<p>them? What do I know about this already? Do I know related subjects? What kinds of resources and information will help me? Will I only rely on one source (for example, a textbook) for information? Will I need to look for additional sources? As I study, do I ask myself whether I understand? Should I go more quickly or more slowly? If I don't understand, do I ask why?</p> <p>Do I stop and summarize? Do I stop and ask whether it's logical? Do I stop and evaluate (agree/disagree)? Do I just need time to think it over and return later? Do I need to discuss it with other "learners" in order to process the information? Do I need to find an authority, such as a teacher, a librarian, or a subject-matter expert?</p>
Build in review	<p>What did I do right? What could I do better? Did my plan coincide with how I work with my strengths and weaknesses? Did I choose the right conditions? Did I follow through; was I disciplined with myself? Did I succeed? Did I celebrate my success?</p>

INCREASE YOUR PROFESSIONALISM

Defining Professionalism

The Merriam-Webster dictionary defines professionalism as "the conduct, aims, or qualities that characterize or mark a profession or a professional person"; and it defines a profession as "a calling requiring specialized knowledge and often long and intensive academic preparation." These definitions imply that professionalism encompasses a number of different attributes, and, together, these attributes identify and define a professional.

Specialized Knowledge

First and foremost, professionals are known for their specialized knowledge. They've made a deep personal commitment to develop and improve their skills, and, where appropriate, they have the degrees and certifications that serve as the foundation of this knowledge. Not all business areas have a stable core of knowledge (and the academic qualifications that go with

this); not all areas demand extensive knowledge to practice successfully; and not all professionals have top degrees in their field. What matters, though, is that these professionals have worked in a serious, thoughtful and sustained way to master the specialized knowledge needed to succeed in their fields; and that they keep this knowledge up-to-date, so that they can continue to deliver the best work possible.

Competency

Professionals get the job done. They're reliable, and they keep their promises. If circumstances arise that prevent them from delivering on their promises, they manage expectations up front, and they do their best to make the situation right. Professionals don't make excuses, but focus on finding solutions.

Honesty and Integrity

Professionals exhibit qualities such as honesty and integrity. They keep their word, and they can be trusted implicitly because of this. They never compromise their values, and will do the right thing, even when it means taking a harder road. More than this, true professionals are humble – if a project or job falls outside their scope of expertise, they're not afraid to admit this. They immediately ask for help when they need it, and they're willing to learn from others.

Accountability

Professionals hold themselves accountable for their thoughts, words, and actions, especially when they've made a mistake. This personal accountability is closely tied to honesty and integrity, and it's a vital element in professionalism.

Self-Regulation

They also stay professional under pressure. For instance, imagine a customer service employee who's faced with an irate customer. Instead of getting upset or angry in return, the employee

exhibits true professionalism by maintaining a calm, business-like demeanor, and by doing everything that she can to make the situation right. Genuine professionals show respect for the people around them, no matter what their role or situation. They exhibit a high degree of emotional intelligence (EI) by considering the emotions and needs of others, and they don't let a bad day impact how they interact with colleagues or clients.

Image

Professionals look the part – they don't show up to work sloppily dressed, with unkempt hair. They're polished, and they dress appropriately for the situation. Because if this, they exude an air of confidence, and they gain respect for this.

How to Exhibit Professionalism

As you can see from these characteristics, professionals are the kind of people that others respect and value. They are a genuine credit to their organizations! This is why it's so important that we work to earn a professional reputation in the workplace. True professionals are the first to be considered for promotions, they are awarded valuable projects or clients, and they are routinely successful in their careers. Now that you have a clear view of what constitutes professionalism, are you demonstrating these characteristics to the people around you? It's likely you're already showing some characteristics, but you may find yourself lacking in others: to build your own professionalism, focus on improving each of these characteristics. (Focus on one at a time, so you don't get overwhelmed.) Additionally, here are some further strategies that will help you be more professional in the workplace:

Build Expertise

Don't let your knowledge and skills get outdated. Make a commitment to build expertise and stay up-to-date with your industry.

Tip:

Take our Bite-Sized training session on Building Expert Power to find out how to build and maintain your own expert power.

Develop Your Emotional Intelligence

Professionals can sense the emotional needs of others. They're able to give clients and coworkers what they need, because they know how to listen actively and observe what's happening. So, if you want to improve your professionalism, focus on developing emotional intelligence.

Honor Your Commitments

Whenever you make a promise to your boss, colleagues, or clients, keep it. If it looks as if you won't be able to meet a deadline, let your boss, team or client know as soon as sensibly possible. However, do what you can to avoid ending up in this situation! Don't make excuses – instead, focus on meeting expectations as best you can, and on making the situation right.

Be Polite

Be kind and polite and use good manners to everyone you come into contact with, no matter what their role is, and no matter how you're feeling. This might sound unimportant, but it makes a significant impact.

UNIT IV

BE ASSERTIVE

- 1) **Have a confident demeanor.** The way you hold yourself speaks volumes about you – long before you even get a chance to open your mouth. Keep your shoulders squared and your chin up. Avoid fidgeting (put your hands in your pockets if you must) or covering



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your mouth when you speak. Look people in the eye when you speak to indicate that you don't intend to be brushed off.

- **Try not to be easy to read**, especially if you are nervous or uncertain. Hide your “tells” by controlling your hands, feet, and facial expressions so that they don’t betray your emotions.
 - **If making eye contact is a problem**, practice with sunglasses and then work up to doing it barefaced. If you must avert your gaze, look off into the distance as if in thought, not down.
 - **Even if you are nervous or confused**, you can still act confident. There's no shame in asking questions.
- 2) **Speak slowly and clearly.** Rushing when you talk is an admission that you don’t expect people to take the time to listen. Speaking slowly, on the other hand, will indicate to people that you’re worth the wait. Use a clear, calm voice. You don't need to be loud, but you do need to make yourself heard.
- **If people aren't noticing you**, say "Excuse me" clearly and firmly. Don’t be apologetic when you haven’t done anything wrong; it will communicate to people that you feel slightly embarrassed just for existing.
 - **Try to be concise when you speak.** Even the most confident person in the world will lose their audience if they don’t make their point soon enough.
- 3) **Work on your appearance.** Shallow though it may be, people make snap judgments based on your appearance. People who are naturally confident and charismatic can change others’ minds, but the rest of us aren’t so lucky. If you're wearing clothes that look like you've just got out of bed, or if you wear a pound of make-up with fluffy high-heels, the average person won't take you seriously. On the other hand, if you look like you're ready to get things done, people will tend to be more respectful.



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- **Dressing well doesn't necessarily mean dressing up.** If you're the naturally casual sort, focus on having clean, matching, unwrinkled clothes with no embarrassing slogans or inappropriate images. Going to the supermarket in sandals, socks, basketball shorts, and a ripped turtleneck, on the other hand, is an invitation for ridicule, even if *you* think you look just dandy.

- 4) **Know when to hold 'em and when to fold 'em.** Like anything else in life, being assertive is about balance. If the waiter made a mistake and brought you something you're allergic to, speak up – and keep at it until the problem is corrected. But if a cashier growls at you, it's not your job to educate them on manners and customer service, so let it go. It's important to **get** what you deserve in life, but it's just as important to **understand** what it is that you deserve in the first place!

- 5) **Be honest with yourself about what you want.** Acting confidently won't do you any good if you can never make up your mind or are trying too hard to “go with the flow.” People can tell if you already know what you want out of them, and it's much easier for them to do what you ask them if you can tell them clearly what that is.

- **Being too accommodating can actually make things *harder* for people.** Whether you're speaking to an insurance agent or a waiter, their job is to serve you and you'll make their job about ten times easier if you know what you want.

- **Off-loading decision-making onto everyone else** is a passive-aggressive way of shirking your responsibility – and placing the consequences squarely on someone else's shoulders. (To say nothing of the fact that it's just plain annoying.) The next time your friends ask you where you want to go to dinner, don't respond with, “Oh, wherever”; give them a concrete answer.

- 6) **Don't misdirect your frustration.** If the airline counter agent tells you that you must pay extra for your heavy bag, don't get angry at the agent! Your beef is with the airline's policy (and possibly your own failure to read the fine print). Instead, treat the agent like



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an ally. If the policy was made available to you, apologize and ask for an exception. If you were never informed of the policy, say so, and ask for an exception.

- **Many people who want to be assertive overcompensate by being aggressive.** Being assertive means clearly and coolly communicating what you want, which is the definition of being in control. Being aggressive, on the other hand, means acting pushy and overreacting to small things, which is the opposite of being in control.
- **The whole point of being assertive is to get what you want.** Aggressiveness, on the other hand, will throw a monkey wrench into your plans, as it puts the people around you into foul, unhelpful moods.

7) **Say what's on your mind.** Don't be silent if you have something to say. Share your feelings freely: it's your right. Remember, there's nothing wrong in having an opinion.

- **Practice in low-stakes situations.** Do all your friends love that new TV show everyone's talking about? Don't be afraid to admit that you weren't all that impressed. Has someone misinterpreted what you said? Don't nod and play along; explain what you really meant, even if the miscommunication was harmless.

8) **Learn to say no.** If you do not feel right doing something, then don't do it! It's okay to reject someone. (Have you ever been rejected? Did you live?) Remember, for yourself, the most important person is **you!** If you don't respect your own desires, how can you expect others to?

- **You may think that being a people-pleaser will put you on people's good side,** but unfortunately, an overabundance of generosity usually has the opposite effect on people. People only value the things they invest time/energy/money into, so if *you're* the one doing all the giving, your esteem for that person will skyrocket... but theirs for you will plummet. Take a stand. People may resist at first – or even be shocked by your transformation – but in the end, they will respect you for it.

AIM WIN-WIN

Do you feel that someone is continually taking advantage of you? Do you seem to have to fight your corner aggressively, or ally with others, to win the resources you need? Or do you struggle to get what you want from people whose help you need, but over whom you have little direct authority? If so, you may need to brush up your win-win negotiation skills. Effective negotiation helps you to resolve situations where what you want conflicts with what someone else wants. The aim of win-win negotiation is to find a solution that is acceptable to both parties, and leaves both parties feeling that they've won, in some way, after the event. There are different styles of negotiation, depending on circumstances. Where you do not expect to deal with people ever again and you do not need their goodwill, then it may be appropriate to "play hardball", seeking to win a negotiation while the other person loses out. Many people go through this when they buy or sell a house – this is why house-buying can be such a confrontational and unpleasant experience. Similarly, where there is a great deal at stake in a negotiation, then it may be appropriate to prepare in detail and legitimate "gamesmanship" to gain advantage. Anyone who has been involved with large sales negotiations will be familiar with this. Neither of these approaches is usually much good for resolving disputes with people with whom you have an ongoing relationship: If one person plays hardball, then this disadvantages the other person – this may, quite fairly, lead to reprisal later. Similarly, using tricks and manipulation during a negotiation can undermine trust and damage teamwork. While a manipulative person may not get caught out if negotiation is infrequent, this is not the case when people work together routinely. Here, honesty and openness are almost always the best policies.

HOW TO BE A GOOD TEAM PLAYER

Sports teams are perfect examples of how many players working together can achieve much more than one player who is acting alone. For example, you may not be the best goal scorer, but you're great at moving the ball forward. You know that if you pass that ball to the person who CAN score, the team has a better chance of winning. Everyone on the team plays a different role, according to their strengths – and by helping and encouraging one another along the way, you

can make some inspiring things happen. Off the sports pitch and back in the workplace, we hear the term 'good team player' a lot. But what does this really mean in a business context? What do leaders want from their team members, and how can you make a more significant contribution to your team? These are some of the questions we address in this article. We show you what makes a good team player, and we offer some tips on how to make a bigger contribution in the future.

The Importance of a Good Team Player

Teams are created for several reasons. They may need to deliver a one-time project, or work together on an ongoing basis. Either way, if you take advantage of a group's collective energy and creativity, the team can accomplish much more in less time. What does this mean for you? Well, teams are probably an integral part of how things are done in your organization. If you show that you have the ability to work well with others, this could have a major impact on your career. Being a valuable team member can open new career opportunities, because leaders may see firsthand what a great job you're doing. You may even be invited to bring your strengths into play in another team setting – and in higher profile, business-critical projects. This is why learning to be a good team player is so important. If you make a good impression, you never know what possibilities might open for you.

Use Your Strengths

Do you know what you do best? Perhaps you're incredibly organized. Or, you might excel at motivating people, helping resolve disagreement, or researching hard-to-find information. Whatever your strengths, you have something valuable to offer. Find a role within your team that allows you to do what you do well. This will help you make a meaningful contribution – and increase your chances of doing a great job. Plus, it's usually much easier, and more satisfying, to do tasks when you're naturally good at them. Teams usually come together to handle an issue that's difficult, if not impossible, for people to do on their own. When a group works well together, creativity levels are generally higher, as people tap into one another's strengths. This often leads to increased productivity, and an inspiring sense of collaboration and cooperation that

moves everyone – and the project – forward. The most successful teams don't just combine different technical skills; they also allow members to take on more general roles that cross traditional functional lines. Here, we've outlined three different models, which show you what these roles are. If you'd like to know more – or to help you discover which roles are best for you – then click on the links below.

Understand the Team's Objectives

On the occasions that teams don't function well, it's often because there's a lack of communication and understanding about what the group's objectives are. If you want to be a good team player, make sure you understand the group's goals. Ask key questions like these:

- Why are we here?
- What is the 'perfect ending' to this project?
- What is our deadline?
- How often will we meet?
- What is our budget?
- Who is in charge of implementing our ideas?
- What roles and responsibilities will each of us have?

Be clear about what you're there to do. This will help you complete your tasks to the best of your abilities.

Be Reliable

We've probably all worked with people who have made promises they didn't keep. It's frustrating when someone says one thing and does another, and it can really slow a group's progress. You can be a valuable asset to your team simply by delivering what you said you would do – on time. For some people, it's all too easy (and, unfortunately, quite common) to make promises they can't keep. But you may really surprise and impress people by following through on what you say

you'll do. If you commit to completing something for the group by the end of the day, make sure you do it. If you say you'll attend the 5:30 meeting, don't be late. Being reliable also applies to the work you do for the group. If you have high standards, people will depend on you to produce quality work. If your output is excellent one day, but only average the next, the team may regard you as being unreliable.

Be a Good Communicator

Be involved and active within the group. If you sit silently while someone else discusses an idea that you know won't work, you could damage the team's chances of achieving its outcomes. If you're got an alternative suggestion that might be more effective, then share it with the group. The opposite applies as well: If people discuss a plan that you think is great, then speak up. Tell them what an inspiring idea you think it is. They might really need and appreciate your support, even if they don't show it. When you communicate with your team members – whether showing support, or challenging their thinking – it's important to stay positive and respectful. Even if you disagree with someone, don't become emotional. Being objective and fair will make a good impression; getting upset and angry won't.

Stay Flexible

If you've ever worked with a team, you probably know that things can change quickly. People may join or leave the group, budgets may be reduced, or goals may be redefined. The best team players know how to be flexible. They don't fight change – instead, they see it as a new opportunity for growth. You may find that the group members, the approaches you use, and the goals you started with have all changed by the time you've finished. By staying flexible, you can take advantage of the new opportunities that arise during the project, and you'll be able to help others do the same. Your willingness to remain comfortable and positive in a constantly changing environment is an important business skill – and your boss will likely notice.

Tips for Being a Good Team Member



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- Don't cherry-pick projects. It can be tempting to choose only those projects that seem easier, or ones that offer more benefits. But if you choose more difficult projects, and accept what's offered to you, you'll earn a reputation for being a hard worker. Your boss will notice your willingness to take on a challenge, and it will pay off in the long term.
- Support other people on your team by offering positive feedback and providing help if they need it. Your willingness to collaborate and help others will make a good impression on both the group and upper management.
- Share information and resources with your team. Remember, you're all there for one purpose – and by keeping everyone informed, you contribute to that goal. If you have past experiences or knowledge that can help others, then offer it. They'll appreciate the help.
- Keep a positive attitude. If you complain, delay, or give the tough assignments to others, people will notice – and they may start to avoid you. A positive attitude can be a refreshing change, and it will help others stay focused and productive as well.

HELP OTHER ACHIEVE

Managers often express how much they enjoy coaching because it provides the opportunity to help others become successful. Yet various surveys, used to analyze the growing turnover trend, indicate that insufficient management support is a leading reason employees leave a job. This paradox leads to an obvious conclusion: something major is not working in everyday management execution. The best way to address this is to get managers focused on two key ideas: always provide value to each employee during every interaction, and make sure it is provided from the employee's perspective. This is only possible when a manager coaches from a mindset of making every interaction "all about them." It takes perseverance, discipline, and skill to be effective at focusing on others more than oneself, especially in today's business environment. The pace of change and the demand for just-in-time performance excellence exacerbates survival of the fittest instincts. There is no slowdown in sight regarding the quantity of management task demands. Many managers, consciously or unconsciously, cope by only

taking care of themselves as they strive for some semblance of a balanced life. Yet, “it’s all about me” significantly blocks what must be done to coach performance excellence. “This paradox leads to an obvious conclusion: something major is not working in everyday management execution.”

Great leaders and teachers fundamentally operate from a set of behaviors that is outwardly focused. Effective coaching is all about finding ways to help others achieve success. The great ones know that when they lead others to performance success, personal success and fulfillment follows naturally. They cope with demands through leveraging people performance. Their mindset is “it’s all about them.” How that gets applied is different based on a manager’s style, situation, and strengths. Still there are a few fundamental drivers for being “all about them.”

Convey through action one’s commitment to helping others.

Never miss an opportunity to help an individual improve. Seizing every opportunity to point out things that are being done well and encouraging continuity is essential. Likewise, it is vital to immediately address situations that need improvement. Discuss why something is not happening and quickly problem solve together to drive needed change.

Know and leverage each individual’s passions and motivations.

Take advantage of the fundamental truth that individuals do things for their own reasons. Help each person know how job tasks and requirements contribute to achieving the things most valued to them. Start by discovering what each individual wants most from the job. Doing this is easy – simply ask and talk about it, individual by individual.

Be versatile with different communication styles.

Every person has a preferred communication style. Communication synergy is vital to effective teaching. Reducing communication tension is also a coaching must. This makes it possible to have productive listening, comprehension, practice, and execution. Be willing and ready to adjust

to the styles of others in order to establish a productive communication setting. If an individual prefers a faster pace, speed up the communication. If an individual requires more information before action, provide it. Whatever individual adjustments are needed to improve learning, adapt the communication style to provide them.

Have the courage and perseverance to do what must be done.

Mastery is the objective of every great leader. People are motivated by different things, learn different ways, and respond differently to various tactics. Change is hard on people and resistance is often the outcome. It takes incredible fortitude and multiple approaches to break through resistance. Challenge individuals to change and to rise to the next level of performance. Often this is neither fun nor easy. Just take on the issue. Great coaches know it's more painful to be responsible for someone's failure than to tackle the issues and tactics that may have a chance to help. Keep coming at it over and over again. Focus on the outcome and celebrate every achievement milestone. Do not accept giving up. Tolerate trying, use problem solving as a tool, make practice the means, and joyously celebrate execution.

Measure success by how individuals view the value provided.

There are only two ways coaches know they add value. One is by noticing performance improvement and success. The other is through direct feedback regarding received value. Measurement must be independent of how a coach feels about the value provided. The best way to measure effective coaching is to directly ask if value has been provided. Always check to make sure the right things are happening for each individual. Covet direct feedback and quickly adjust to guarantee improvement. Evidence is strong. Individuals leave jobs because managers fail to meet expectations. Effective coaches exceed employee expectations. They focus leadership on being about others rather than themselves. All of us who want to be better leaders simply need to be more conscious of our mindset and techniques. It is imperative to be "all about them." As we get better at making sure our actions deliver value, we in turn receive the reward – those we coach succeed and stay. What could be better?

USE POWER AND INFLUENCE

Power is the ability to influence others. One of the most influential theories of power comes from the work of French and Raven, who attempted to determine the sources of power leaders use to influence others. French and Raven identified five sources of power that can be grouped into two categories: organizational power (legitimate, reward, coercive) and personal power (expert and referent). Generally, the personal sources of power are more strongly related to employees' job satisfaction, organizational commitment, and job performance than are the organizational power sources. One source of organizational power—coercive power—is negatively related to work outcomes. However, the various sources of power should not be thought of as completely separate from each other. Sometimes leaders use the sources of power together in varying combinations depending on the situation. A new concept of power, referred to as “empowerment,” has become a major strategy for improving work outcomes. Getting things done requires power (Pfeffer, 2003). Every day, managers in public and private organizations acquire and use power to accomplish organizational goals. Given that, you need to understand how power is acquired, know how and when to use it, and be able to anticipate its probable effects. The concepts of power and leadership are closely linked. Leaders use power as a means of attaining group goals. By learning how power operates in organizations, you will be better able to use that knowledge to become a more effective leader.

Sources of Power in Organizations

Legitimate power is a person's ability to influence others' behavior because of the position that person holds within the organization. Legitimate or position power, as it is sometimes called, is derived from a position of authority inside the organization, often referred to as “formal authority.” That is, the organization has given to an individual occupying a particular position the right to influence—direct—certain other individuals. Those with legitimate power have the understood right to ask others to do things that are considered within the scope of their authority.

Reward Power

Reward power is a person's ability to influence others' behavior by providing them with things they want to receive. These rewards can be either financial, such as pay raises or bonuses or nonfinancial, including promotions, favorable work assignments, more responsibility, new equipment, praise, and recognition. A manager can use reward power to influence and control employees' behavior, as long as employees value the rewards.

Coercive Power

Coercive power is a person's ability to influence others' behavior by punishing them or by creating a perceived threat to do so. For example, employees may comply with a manager's directive because of fear or threat of punishment. Typical organizational punishments include reprimands, undesirable work assignments, withholding key information, demotion, suspension, or dismissal. Coercive power has negative side effects and should be used with caution, because it tends to result in negative feelings toward those who use it.

Expert Power

Expert power is a person's ability to influence others' behavior because of recognized knowledge, skills, or abilities. Physicians are acknowledged to have expertise, special skills, or knowledge and hence expert power. Most people follow their doctor's advice. Computer specialists, tax accountants, and economists have power because of their expertise.

Referent Power

Referent power is a person's ability to influence others' behavior because they like, admire, and respect the individual. For example, suppose you are friends with your boss. One day, she asks you to take on a special project that you do not like. To anyone else, you would likely decline the request, but because of your special relationship with this individual, you may do it as a favor. In this instance, your boss has power over you because of your positive relationship. A true leader is able to influence others and modify behavior via legitimate and referent power. Leadership as an influence process is a function of the elements of the leader's sources of power and the degree of acceptance with the interests and needs of the subordinates. Power is the ability to influence others. One of the most influential theories of power comes from the work of French and Raven,

who attempted to determine the sources of power leaders use to influence others. French and Raven identified five sources of power that can be grouped into two categories: organizational power (legitimate, reward, coercive) and personal power (expert and referent). Generally, the personal sources of power are more strongly related to employees' job satisfaction, organizational commitment, and job performance than are the organizational power sources. One source of organizational power—coercive power—is negatively related to work outcomes.

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Website



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