Human relations (MGMT611)

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Lesson 01

HUMAN RELATIONS

Human relations seem to be an easy and a common sense subject. It can make our lives easy and comfortable or difficult and miserable. Human relations are at work not only in our work lives but also in our family and in our personal lives. The term Human Relations in its broadest sense covers all types of interactions among people. It is a study of *WHY* our beliefs, attitudes and behaviors sometimes *CAUSE* interpersonal conflicts in our personal lives and in work related situations. This subject focuses on the systematic analysis of human behavior, preventing conflict, and resolution of behavioral problems.

The subject can help in the development of interpersonal relations and produce those abilities which promote good working relations with people at work and also in personal life. This course aims to develop the abilities to resolve conflicts amicably and to address the various interpersonal issues congenially. An American research suggests that for personal success, only 15 percent contribution comes from technical skills and 85 percent contribution comes from interpersonal skills. This finding from a Western environment may not be that applicable to Pakistani environment but it is quite certain that the major contribution towards personal success comes from interpersonal skills.

In an organization, managers are concerned with three types of resources,

1. **Physical resources**
2. **Financial resources**
3. **Human resources**

Physical and Financial resources are the building, furniture, environment, money etc. Human resource is the most important resource that managers have to deal with efficiently and effectively. Good human resource is capable and will be profitable for the organization. Suppose a situation arises that people within an organization don't get along with one another. There are conflicts over small and large issues, day in and day out. Resolving these conflicts uses most of the energy of the employees and as a result physical and financial resources are not used to the optimum level.

How human relations or interpersonal skills affect the people in an organization and how they relate to one another and get things done in a congenial manner, not only affects its work environment but also have an impact for the profits/outcomes of the company.

The main question now arises is *HOW TO DEVELOP GOOD HUMAN RELATIONS?*

Some Guidelines for Effective Human Relations:

1. Keep a positive approach.
2. Be an optimistic person.
3. Be genuinely interested in others.
4. Call people politely by name.
5. Help other people whenever possible.
6. Create a Win-Win situation.
7. Think before you act.
8. Have open communication.
9. Develop a pleasant work environment.

One main question to develop and improve human relations is to understand yourself. There are three

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aspects of a person:
1. **Private Self:** The personal life of a person.
2. **Projected Self:** What the person would like to project in public.
3. **Perceived Self:** The way people see us.

The Perceived self is important because people will behave the way they identify you. If you ask them to do something for you in a work place or in an office their behavior will be determined by what they perceive of you. If they know for example: that you mean business and want the work done in your particular way they won't ignore you but will act according to your instructions. Our relations with others will affect our perceived self and vice versa.

Communication has 3meanings, in any form

1. **Pure Meaning:** The meaning which I use through words e.g. dictionary.
2. **Intended Meaning:** Which I want to convey to another person in written or spoken form.
3. **Perceived Meanings:** Those messages that we convey and how these are taken by the different people.

"Pure meaning" may not be as important as the other two. The most important one is perceived meaning because the actions of others depend on the meaning they take of our words. The "Intended Meaning" and "Perceived Meanings" should be the same that is people should comprehend what we say as we say and mean it. The problem occurs when there is a difference in the "intended meaning" that is what we want to say and "perceived meaning" that is what others understand about what we have said.

In an organization it is important to get the message through. Good communication can result in improved human relations if the message is adequately communicated the employees will know what is required, how it is to be done and so on.

Group behavior is dependent upon clear cut exchange of views among group members. To produce goods and services best results can be obtained if people work optimally and optimistically. To make this happen communication can play a critical role. e.g. Taking the example of Japan, leaders in manufacturing. How did they achieve this? This simply added the human component in business. Automobiles manufacturing was not so profitable in America so it was shifted to Japan, Where they turned this unprofitable business into a huge success. In car manufacturing a worker does the same job monotonously day after day. They broke this monotony, introduced variation in the work and congenial work environment which resulted in improved work output resulting in increased company output.

The concepts of Empathy and Apathy are cardinal to improve human relations. Apathy refers to an unconcerned state in which a person is un-interested in what is happening, and feels that nothing will happen even if he puts an effort. The person is not interested in the affairs of an organization and is just doing his job. Empathy refers to the state when you can "put yourself in the shoes of another person". You can understand why someone said or did a particular thing or act in a certain way. When an organization hires a person, he is hired as a total person comprising of both technical and human skills. Working in an organization not only does the person or an individual become a part of the company/organization, the company also becomes the part of a person, e.g. in Japan every company has its own song, in the morning all the employees get together and recites the company song giving them a sense of unity and oneness.

There is a strong link between the individual and the company even though they have different ends in their minds. For this reason it is difficult to get work done by people. People may face problems with

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the organization or with the people working in the organizations at the management or at the individual level.

Humans are complex thinking machines. They have all sorts of problems even those outside the organizations like family problems etc. which makes it difficult or challenging to manage them and to get work done. Technically speaking it is easier to work with a machine, just press a button and get the desired results, but working with humans is a complex issue. They have social, psychological, and emotional issues.

The workers and organizations can benefit from a win-win situation. Such a situation in which both the employer and the employees are happy. A healthy relationship means that both parties' needs are met, and satisfied in such a way that each achieves its goals.
There is a strong link between personal life and work life. People work to have good life and work for a better living. If one performs well on job the employer is satisfied, this satisfaction will affect his personal life also. Similarly if a person is satisfied with personal relations within family, friends and his social circle, he will do well on the job as well. He may be rewarded for his good work. Therefore there is strong link between a job life and a home life, both effecting each other.

Human beings are Social animals who like to live in groups and not in isolation. If they are happy, sad, depressed, lonely etc they want some sort of human support around. If people do not know how to get along with others then they can't get the required work done. Loneliness effects person's performance. Some people can't relate adequately to the others and as a result end up with problems in relating to other people. There are still others who don't accept people for what they are? e.g. if we have a friend we are usually critical about him or some of his habits. We want to change him and make him the way we are it is important to understand that all humans are different. Everyone has some negative and some positive traits. This trait gives humans the individuality.

In organizational work diversity among workers is now considered to be a plus point as organizations have to get several types of work done, they need people who are good at different things and have different skills through which the organization can achieve its goals. e.g., some people are good in their written discourse while others are better in spoken discourse. Some are good financial managers while others are excellent team leaders.

Major themes in **"Effective Human Relations":**

- Self awareness.
- Self acceptance.
- Motivation.
- Trust.
- Self discourse.
- Conflict management.
- Communication.

Major forces **"Influencing Worker Behavior":**

- Organizational culture mission value standards.
- Work group Influence Social support.
- Personal characteristics of worker abilities interests, Aptitudes, Value expectations.
- Supervisory management influence, philosophy leadership Style.
- Job influence meaningfulness responsibility knowledge of results.

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Lesson 02

CULTURE AND PERSONALITY

Culture is that complex hold which includes knowledge, beliefs, art, norms, customs and any other habit acquired by a man as a member of a society".(Advertiler)

There are many capacities with in an individual which are developed through the culture for example in Pakistani culture,

1. We greet each other especially our elders by SALAAM.
2. If we are going in a bus, and see an elderly lady standing the youngster would naturally offer his/her seat to the lady.

Beliefs and knowledge guide us how to go about and handle different situations e.g. if u see a child crying bitterly on the roadside you would stop to ask him why he is crying? And would attempt to solve his problem whether he is your child or someone else's. You would help the child because of your believe system which is a product of a certain culture.

Cultures are becoming more and more complex because of many reasons. The cultures are interconnected, People learn different values, different ways of doing things when they interact with people from other cultures. That is creating new complexity and secondly that there are sub-cultures within each culture. Even in Pakistani culture we have several sub cultures e.g. Sindhi, Punjabi, Bloch, Pashto culture etc. People are learning different values from different people around the world as they travel to different countries. These capacities are creating diversity in our own culture also. It has become more important than ever and difficult to understand the different situations and to handle them.

Human relations are important for better understanding of people and how to relate with different human beings and making a team's performance better. In an organization, if a Manager or a Supervisor is interested in getting maximum work done by the employees, He can accomplish this goal more effectively if he understands the employees and is able to make an accurate assessment about them. It is possible that some individuals in the organization, value their respect more than the monitory or financial rewards. These individuals come from a fluent family where they value respect in the institution more than money. Such a person would work harder if you give him respect on their other hand if another person is hard up and in need of money, he is working to make ends meet. Bonus or monitory reward will make him work harder and will be a motivating force for him to keep up his hard work. It is important that the supervisor or the manager understands the individuals, as well their needs, then he will be in better position to get optimum work done by the employees.

Definition of sub culture:

"Set of people with different set of behaviors and beliefs which differentiates them from a larger culture of which they are a part".

In other words **sub-culture** helps in producing smaller cultural groups as youth cultures, army officer's culture, elite culture etc. all form different groups having different cultural impact on capacities, beliefs and knowledge. Similarly, urban and rural people have different knowledge, beliefs and values, in other words both urban and rural areas have a particular culture with different ways of doing things and different ways of perceiving things. The youth culture has the physical strength and energy and a brave. The elderly have the wisdom and knowledge. They have the experience of life and can advice the youth on different aspects of life. So the sub cultures provide different individuals with different knowledge, beliefs, ideas and experiences. If a person does something wrong, the sub culture has its ways of getting the person know that such an act is disapproved by the people in the culture?

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The culture also provides ***"A social system"*** which is a pattern of social acts through which one gets to know the dos and don'ts. Social group is an aggregate of people, this social group may be a smaller social group which imparts certain traits in certain individuals, e.g. friendly, unfriendly, cooperative and un-cooperative behavior etc. the social group with which an individual acts has a great impact on person's personality.

Social group is one in which the individual's interacts frequently and spent more time in it therefore they have more influence on the personality of an individual. Peer group is an example of social group the individuals have same characteristics in it. A circle of close friends with whom they spent their time, relax and talk about different things.

Definition of Personality

Personality is a sum total of habits, traits, characteristics of an individual. It is actually a force or power to do things. Some people have more power and some have less e.g. an army officer has the power and knowledge about security issues whereas a professor may have knowledge and powers on educational issues.

Another important aspect of personality is intelligence quotient or IQ. In a job situation employers are interested it see how quickly employees can pick up instructions, learn more new skills and adapt to the change in demands such skills are rewarded and helpful in developing a successful career for the individuals and increase in organizations profit.

In today's organizations people from diverse cultures and sub-cultures come to work. If someone comes from a rural or urban back ground they will have different ways of looking at different entities which makes it harder to deal with them. It is difficult to get work done by these people because they will not work if they are dealt with in same monotonous manner. How different people see different things because of their cultural back ground. In an organization, when individuals are asked to perform a task every one may not be willing to do it depending on how they perceive their orders. Human relations becomes important in such situations if the supervisor can access the situation, mood, and personality of the employees and then give orders and get the work done. The supervisors should appreciate individual diversity and act accordingly. There are different personality types introvert, extrovert, tuff, tender, aggressive, passive etc. there are different types are people around the world.

Types of Persons

A ***person*** is an entity having a distinct identity with certain distinguishable and persistent characteristics. In the most common sense, a person is "a human being regarded as an individual. Some other characteristics used to define a 'person' include personal identity, self-awareness, individuality, and a sense of self that persists through time.

Type A

The Type A personality is characterized as fast moving, hardworking, time conscious, comparative, impatient and preoccupied with work.

Type B

The Type B personality is the opposite of Type A which is commonly associated with stress and is usually liked by the organizations today.

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Lesson 03

PERSONALITY AND STRESS

There is a deep relationship between **"personality and stress".** In the present world these two concepts have attained a very important role. Stress plays a very important role in everyday life of an individual and is present in one form or another. Stress affects the personality as well as the performance of a person. If we understand the relation between stress and the personality, how they affect each other we will be able to channelize and manage stress in a better way. Stress won't affect individual's personality in a negative way. Due to the relationship between personality and stress you come to know that how personality affects the stress and how stress affects the personality, how it affects your work, your relationship with other people, personal life, peace of mind, are influenced. If you will understand this dynamic relationship you will lead a successful life. You will be able to perform better and would receive appreciation and should give a boost to yourself esteem, by dynamic, it is meant that personality affects stress and stress affects personality.

Personality:

Personality is the product of a culture to do different things in different situations; it is affected by the environment, family, norms and values, society. The society produces different types of people or individuals. These individuals perform different tasks at different times under different situations. In other words the culture/society/environment produces a different person in an army man, in a teacher, in a student and in a sweeper etc. these individuals have to perform different tasks in the society.

This aspect of personality is linked with stress. **Stress** is situation where there are demands on a person.

1. Social demands:

To act or, perform in a certain way, if the person is unable to perform according to the demands of a situation, the pressure emerges. If that pressure is channelized and the person is able to perform the task then that pressure is normal stress, **positive stress** or u-stress, or we may say it is something good that out of the pressure or stress the person is able to perform better. There is so much demand on the individual to do few things that if a person is not capable of doing, then the person starts feeling the stress or the pressure.

If this pressure is prolonged it may transform into stress. If a stress is putting something positive on you to do something in a given period of time it is called u-stress and u-stress is something good because it makes you able to achieve something. And if you achieve something you feel good about it. But if the stress is too much you will have negative consequences on your health, on your person as a whole, and on your work performance. The same situation may be stressful for one person but may not be stressful for the other person, depending on the personality type. People handle stress differently. This leads to two types of stress.

Two types of stress

a. Positive stress-it is called u-stress; you perform well due to this stress e.g. Stress in exams makes you achieve better marks in the examination.

b. Negative stress: if you can't adjust to the demands of the situation then the stress is prolonged then this *negative* stress affects on your performance, your health and you're over all personality.

2. Organizational demands:

The organizations have certain expectations; they require their employees to fulfill certain tasks. This also puts stress on the employees and the workers. If the organization demands some sort of work from

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the employee which he knows he will not be able to perform well. The person should say no rather than putting extra stress on himself for something he cannot do, or if someone has to do something too challenging for them then they should first attempt to divide the work into smaller tasks, do the first part of it. If he succeeds then go on to the next part. In this way he will be able to manage the tasks.

3. Situational demands:

Stress emerges out of expectations, situational expectations, cultural expectations, organizational expectations, and family expectations all these expectations make you work. If you work according to the situation there should be no stress. Suppose if a person from Pakistani culture travels to Europe, there are different expectations of that society for you to act in a particular way. Your training, potential, socialization is from your Pakistani culture but the demands of the immigrant society are different. You do not know the everyday routines and norms of that society and the demands and expectations of that society are different.

Such a situation can even have another aspect let's say if a person is well adjusted in an organization, is performing well, knows the hierarchy of commands etc but if he is transferred to another company or if he changes his job he may not fit in as the expectations of that organization may be different but you are trained in different organizations. What is the reason that you are good in one organization but miss fit in the other organization? ***Disconnect or dissonance*** between the personality and expectations of that organization, results into some sort of stress. If you learn and adjust quickly to the new environment the stress is channelized. Then it is positive stress. Your own expectations are a major source of stress. They give pressure to you and if your expectations are too high to achieve those success and you don't have the sources. Your expectations should be according to your capabilities. When you achieve your targets you feel happy about it. Stress is a natural outcome to achieve your goals. Balance between your capabilities and your expectations.

To sum up this discussion it is stated that the greater the capacity of an individual, lesser are the chances of the stress. Match or this relationship needs to be understood. If you feel that you are capable and confident to do certain thing, only then take the challenge, but if you feel you can't succeed then you may say that you won't be able to do this. That is how you will actually gain more and more confidence in yourself, and you will perform better and better in future. So this dynamism needs to be understood very well, to succeed in your life in your work place, in your friends, and in your relations. This relationship between stress and personality remains important for you to understand.

PERSONAL TOOLS TO CONTROL STRESS

Tools of stress and personality enhance the work performance of a person. It is yourself confidence to do things.

Self perception

One of those tools is ***self perception.*** How do you value and evaluate yourself? It is probably the most important psychological factor. *Self perception is the picture you hold about yourself*. Feel that you are good, strong and best but this self perception should be realistic as this is very important that how this picture does comes to your head? How it emerges out of your relations with other people, your family members, your friends, your work mates' etc. When you perform well they appreciate you and gives you feed back that you perform excellently. It gives you a picture of yourself which you attain by interacting with others.

Self perception is very important because it is an important tool in your hand to act according to the expectations of the others. Self perception in a way gives you self confidence e.g. A boy was working in

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technical department the management found out he is an excellent and honest worker in the technical department they send him to the purchase department for the financial benefits of the organization. His honest brought him from one department to another department so it shows that there is a good match between quality of a person and need of the situation. On account of that there was a *win-win situation* "the person earned more money and the organization benefited more from him and his honesty". The picture of yours as an honest person and being acknowledged as an honest person is the self perception of that individual. Organizations value those individuals. Self perception is an important tool of an individual to do few things. Organizations value those individuals who know themselves, their self worth. Self perception contributes towards self confidence and can be improved by a systematic strategy and that is ***taking realistic challenges***.

Self awareness

Knowing yourself is self awareness. If you know yourself you know your capabilities and on the basis of these capabilities you can accomplish a task. And ultimately you will feel successful and your organization will reward you. If you know how to judge yourself you can judge others also e.g. suppose you know your leadership qualities and the strengths and weaknesses of your team members you are more likely to accomplish your task. So, self awareness is an important tool in your own hands with the help of which you can do yourself analysis or can get feedback from others.

Self worth

You should know your own worth and value of your work. Basically it is marketing of yourself as well as your capabilities. The potentiality and the Power to do things are important. If you don't know yourself it means you cannot market your abilities, if you know your worth and what you are giving to the organization you can tell them what you have helped the organization to accomplished, then you will valued by the organization and its members. When the organization will reward you, it will give a boost to your self-confidence, and will make you perform better.

Self love

You should appreciate yourself and your personality. If you don't love yourself you have negative feelings about yourself which creates negative stress. Many a time your family, work mates, friends may comment on you, and if these comments are negative you feel dejected. Feelings of dejection can pull you down. You should avoid such feelings coming from anywhere. Feelings of dejection/failure can make you fail in life. Reject the negative comments of the others and feel good about your personality. The negative feelings can use up your energy to do positive things successfully in life. One has to make sacrifices in personal and work life e.g. One may have to sacrifice his leisure time to do something for a loved one but these sacrifices should be realistic and too much sacrifice will be hazardous to the self.

Self esteem

Self esteem is earned through success and is very important. Taking responsibility and accomplishing the task will help to built up self esteem. If a person is successful in life other people tell him that he is successful it will boost his self esteem giving him more confidence to take up new endeavors and to accomplish them successfully, so self esteem and success affect one another positively.

Every one, all humans make mistakes, but it is natural. One should accept one's mistakes and work on them to improve them; this will improve you esteem. Intuition is an important source; if you feel something is worth doing again work towards it, if one succeeds it again enhances self esteem.

Self respect

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Your own feelings about yourself are self respect; emotion is a respectable energy and a powerful source. Emotions are a powerful source of self respect. Emotions and passionate feelings makes a lot of things get done.

If you bring all the above mentioned concepts together it sums up into "self confidence". *Self confidence is the totality of your personality*. Enhanced self concept increases our potentiality and capabilities and makes us work in a better way.

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Lesson 04

PERCEPTION AND INDIVIDUAL BEHAVIOUR

"Perception is a process through which people select, organize, interpret, retrieve and respond to information."

Perception is word which means "a process of knowing." How do you know a reality, how you see things and interpret them. It may be related to reality or may not.

Three concepts of personality

Communication has many forms. Everyone who communicates through a picture, verbal design or with a landscape has its three meanings.

(1) **Intended meanings,** the meanings which I want to convey to the audience.
(2) The second meaning is **dictionary meaning** e.g. communication material, words I have used.
(3) Most important is **"perceived meanings"** the meanings that you are getting .your meanings will b based on meanings that you are getting from the other person's speech.

So perceived meanings are critically important, e.g. during a lecture many a time what I say you don't take it the way I said and this leads to misunderstanding. The difference between intended and perceived meanings is called misunderstanding.

Life World

In sociology there is a concept *"life world"*. Every person has a different life world. What are his life experiences? Due to different experiences a person views different things in different way, e.g. I was an M.A student. The psychology professor brought a vague painting and placed it on the wall. Then he asked the student to write a story on it. There were 20 students and all of them write a different story. The idea is actually depicted differently by all the students because everybody interpreted a same piece of information according to his/her own experiences, although the source of information was same. "Truth and False" may be very important but in terms of determining the behaviors of the individuals "perception" is important but not the truth, e.g. a young boy and man came home late at night and thought that if I will knock at door my dad will be angry so he climbed the gate and went in just to avoid his dad's anger. Dad thought he is a thief, he picked up the gun and he shot him dead. Now what is important more is "truth or perception". In this case it is clear that perception played a role but truth was son but his action was due to perception. So, it is perception which determines individual's behavior not the truth.

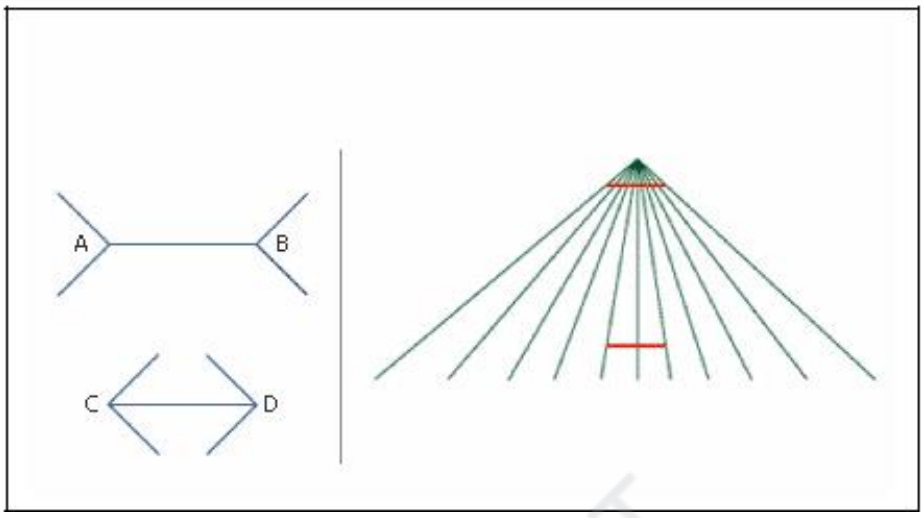
Perception of individual is reality for that individual. If you understand this thing you would know that source of major conflicts among people is due to different perception of different individuals.

Whenever you get a message you try to understand that this message has some intended meanings and these meanings came from culture or from your own socialization, e.g. a delegation from china went to Canada, during lunch some Chinese took a burp at the lunch, the Canadians felt a disgust and thought that Chinese are ill mannered and don't know how to behave in a meeting. But someone other may understand a different meaning by that burp and may thought that Chinese are appreciating food by taking burp. Chinese are conveying it good about to their host but the Canadians are taking it negatively. This is a difference between intended and perceived meaning. Source of misunderstanding is the gap between intended and perceived meaning.

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The gateway arch in mono Louis height and width are same 192 m but it is just a vertical, horizontal illusion that which cause people to see vertical lines longer as compare to horizontal lines. I took this slide from encyclopedia. It shows that the height is taller than the width. It is just an illusion. As it is illusionary to see such a thing and you get a different message.



In this illusion you look on left the length of lines A, B, C, D. you will notice that lines A, B will look longer than the line C, D although they are same in length. On right there is a "PONZO" illusion in which you see red lines. The top red lines look larger than lower red lines, but all are same in real. These are illusion. This is communication in the form of picture. You are going to make judgment on the basis of truth or perception. As earlier a father shot his son because he perceived him to be a thief.

Any message or letter through which you communicate, you have to put yourself in others shoes to understand the meaning others want to convey you.

How you develop perception: you develop perception through your experiences, circumstances and action. All these things influence the process of perception development. Perception is a process of giving the meaning, the things influence it. And which are the things that forces people to perceive the things in a way, which are the factors that influence the process of perception. How it influences the way you look on different things.

Bias in Perception

(Development of Perception)

Following are main factors that influence the process of perception development.

(1) Stereotype images
(2) Expectations
(3) Projection
(4) Interest
(5) Selective exposure
(6) Frame of reference

If you look on one by one, you can realize that how each one of them influence the process of perception development. Now as I am a professor of sociology. If you ask that is there any structural flaw in this building. I cannot look at those flaws. I can look on people's behavior, communication pattern. I can look and describe what is going on in society, but I cannot look on the design of the

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building because the focus of my knowledge is toward another direction. Structural engineer can look on these. This bias is due to my education, my interest. I look on things from my own point of view. A structural engineer cannot look on human relations. The bias comes through your education, interest and life experiences.

My experiences are due to the teaching of sociology, by practicing of sociology. So I am so confident to look on the things in term of social dynamics, human relationship, personal and interpersonal relationship. On the other hand a technical man, an engineer who is in the lab all the time handling with the instruments may not know many human dynamics as a person like me. We as a sociologist better understand the behavior of mobs, crowds as compare to those who are working with instruments/ equipments.

Therefore the meaning I am trying to deliver is that the perceptions vary because life experiences are different. How this bias of different individual develops and how different perception of particular things occurs.

(1) Stereotype Images

We have certain images about different things i.e. about caste. We ask about someone's caste because we have certain image about that caste i.e. Sheikh, Rajput, Kashmiri etc. These images are stereotype images. So that we have some knowledge or some information about that person. If someone came in contact with us we want to know about that person's sex, age just to have a view that what type of life experiences that person could have. Society tells us about those images. Different individuals with different age, sex can have different life experiences, i.e. education, occupation, age and sex all create different type of images. We make guess about peoples after knowing their qualification.

So stereotype images are very important in term of developing your biases about different peoples according to your own perception.

(2) Frame of Reference

It looks on things with narrow focus. An individual works in an organization. That organization wants more work from that individual for efficiency but the individual think that organization wants extra work for that amount. Now that organization and individual both have different focus. Organization is looking for efficiency. On the other hand if there is a union in that organization, it may be look on different things like being exploited. Individual look on the things from there narrow frame of reference, narrow in the sense that they have limited focus. They never look beyond; they only look within their frame of interest.

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Lesson 05

PERCEPTION AND GROUP BEHAVIOUR

What is Group?

- Two or more individuals who interact with one another, share goals and norms and have a subjective awareness as me, myself" we and "ourselves".
- The organizations are using the word team for the groups now a day. So a group/team is "two or more people interacting to achieve an objective". This definition has three major components
  - Objective
  - Interaction
  - Projective

Characteristics of Groups

The following statements are characteristics of the groups.

- Its members share common goals.
- They engage in frequent interaction.
- They define themselves as members.
- They are defined by others as belonging to the group.
- They feel the group to be rewarding.

How groups help organizations

- Groups are good for people.
- Groups can improve creativity.
- Groups can make better decisions.
- Groups can increase commitments to action.
- Groups help control their members.
- Groups help offset large organization size.

Importance of Groups in Organizations

Global organizations continue to focus on teams.

- Groups are a major means of increasing productivity.
- The use of group decision making in organizations is emerging in importance. It has long been recognized that team participation in decision making results in better decisions, with more commitment to their implementations.
- Managers are evaluated on the result of their departments as a whole.
- It is common knowledge that groups are the backbone of the organizations because of the systems effect in which each group/department is affected by at least one other group and each department affects the performance of the total organization.

Why do People Join Group

- People join groups for a variety of reasons. Some group members are motivated by task concerns and others are motivated by interpersonal attraction to other group members.
  1. Group Synergy
  2. Support and Commitment
  3. Interpersonal Needs

1. Group Synergy

- Group synergy refers to the idea that two heads (or more) are better than one. You may have also heard the phrase,

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- "The whole is greater than the sum of its parts, which also refers to group synergy.
- Simply, groups are often capable of producing higher quality work and better decisions can be taken as compared to an individual working alone.

2. Support and Commitment

- A group may be more willing to take on a large project than would an individual. In addition to its increased ability to do work, the group can provide encouragement and support to its members while working on a big project.

3. Interpersonal Needs

- Individuals often join a group to meet their interpersonal needs.
- William Schutz has identified three such needs: inclusion, control, and affection.
- **Inclusion** is the need to establish identity with others.
- **Control is** the need to exercise leadership outlets for this need. Some individuals do not want to be a leader. For them, groups provide the necessary control over aspects of their lives.
- **Affection** is the need to develop relationships with people. Groups are an excellent way to make friends and establish relationships.

Types of groups

- Groups form to accomplish some objective. The objective may be to complete some kind of task or may be to promote the interpersonal relationships between the group members. Many groups, however, fulfill both of these functions.
- Primary group
- Secondary group
- Reference group
- In-group
- Out-group
- Social Group
- Work Group
- Contrived or Emergent Groups

Primary groups

- Groups consisting of intimate, face-to-face interaction and relatively long-lasting relationships.
- Expressive needs intimacy, companionship and emotional support, provided by primary groups.

Secondary groups

- Groups with large membership, less intimate and less long lasting.

Reference groups

- Serve as a standard evaluating values, attitudes, and behaviors.

In-group

- An in-group is a social group towards which an individual feels loyalty and respect, usually due to membership in the group. This loyalty often manifests itself as an in-group bias. Commonly encountered in-groups include family members, people of the same race or religion.

Out- group

- An out-group is a social group towards which an individual feels contempt, opposition, or a desire to compete. Members of out-groups may be subject to out-group homogeneity biases, and generally people tend to privilege in-group members over out-group members in many

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situations.

Social Groups

- While all groups will have both social and task dimensions, some groups are predominantly social in their orientation. Examples of these groups would be families and social clubs. These groups provide for our safety and solidarity needs and they help us to develop self- esteem.

Work Groups

- Work groups function to complete a particular task. In a work group, the task dimension is emphasized. The members pool their expertise to accomplish the task. Examples of this would be workplaces, campus organizations, or juries.

Emergent Groups

- Some groups form spontaneously, such as a group of friends. Other groups are contrived, that is, they are formed for a specific purpose. Organized clubs, social groups, or committees are contrived groups.

Roles in Groups

- Every member of a group plays a certain role within that group.
- Some roles relate to the task aspect of the group, while others promote social interaction.
- A third set of roles are self-centered and can be destructive for the group.

1. Task-Oriented Roles

These are several roles which relate to the completion of the groups task:

- **Initiator-contributor:** Generates new ideas.
- **Information-seeker:** Asks for information about the task.
- **Opinion-seeker:** Asks for the input from the group about its values.
- **Information-giver:** Offers facts or generalization to the group.
- **Opinion-giver:** States his or her beliefs about a group issue.
- **Elaborator Explains Ideas:** within the group offers examples to clarify ideas.
- **Coordinator:** shows the relationships between ideas.
- **Orienter:** Shifts the direction of the group's discussion.
- **Evaluator-critic:** Measures group's actions against some objective standard.
- **Energizer**: Stimulates the group to a higher level of activity.
- **Procedural technician:** Performs logistical functions for the group.
- **Recorder:** Keeps a record of group actions.

2. Social Roles

Groups also have members who play certain social roles:

- **Encourager:** Praises the ideas of others.
- **Harmonizer:** Mediates differences between group members.
- **Compromiser:** Moves group to another position that is favored by all group members.
- **Gatekeeper/expediter:** Keeps communication channels open.
- **Standard Setter:** Suggests standards or criteria for the achievement.
- **Group observer:** Keeps records of group activities and uses this information to offer feedback to the group.
- **Follower:** Goes along with the group and accepts the group's ideas.

3. Individualistic Roles

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These roles place the group member above the group and are destructive to the group.

- **Aggressor:** Attacks other group members, deflates the status of others, and other aggressive behavior.
- **Blocker:** Resists movement by the group.
- **Recognition seeker:** Calls attention to himself or herself.
- **Self-confessor** Seeks to disclose non group related feelings opinions.
- **Dominator:** Asserts control over the group by manipulating the other group members.
- **Help seek** to gain the sympathy of the group.
- **Special interest pleader:** Uses stereotypes to assert his or her own prejudices.

Individual and Group Behavior

- Effective management requires an understanding of some systematic elements of human behavior, your own and that of others.
- Directing, motivating, and influencing people within and outside your organization are key aspects of leadership.

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Lesson 06

ATTITUDE AND BEHAVIOUR

Attitude

Attitude influences the behavior of the individuals. Attitude is a usual way of doing things. Successes and failures in life depend upon the attitude of the individuals. If attitudes are positive, then human relations will be positive. And positive human relations are necessary for a successful life.

a. Attitude is a disposition to approach an idea, event, person, or an object.

b. It is a tendency to act in one way or the other toward an 'attitude object' or something (i.e. idea, event, person, object, food, color, and furniture, virtually everything).

Behavior

Behavior may be defined as

a. The manner in which one behaves.

b**.** The actions or reactions of a person or animal in response to external or internal stimuli. c**.** The manner in which something functions or operates.

Ethical behavior

Ethical behavior is attributed with certain characteristics of honesty, sincerity, fairness and equity in interpersonal and professional relationships.

Attitude is like a driver or decision maker. It decides how to act or behave in a particular situation. Success and failure in schools or in work life depends on the attitude of an individual. Attitude is a kind of habit. It is a usual way of doing things. Everything in an organization will get better if the attitude of everyone gets better. We reward positive attitudes and punish negative ones. Just like weather, everyone likes to talk about it but no one seems to do much about it.

Types of Attitudes

Attitude is something that lies between emotions and thought processing. Attitude may be positive or negative. If someone has good feelings about something e.g. towards his/her work, or people, then it is positive attitude otherwise it would be negative.

Positive attitude

The predisposition that results in desirable outcomes for individuals and organizations can be described as positive attitude. Positive attitudes are rewarded. It means the individual is encouraged to do the same thing in future.

Negative attitude

The tendency of a person that results in an undesirable outcome for individuals and organizations can be described as negative attitude. Negative attitudes are punished in order to discourage the same action in future.

Change in Attitude

Reward and punishment build up attitude. Attitude can be changed, if we differentiate negative attitude from positive attitude. Positive attitude can bring positive change in life.

It is difficult to change attitudes but with some effort, it can be done. A positive attitude is a pre-requisite for change and development. If anybody has negative attitude towards 'change', this attitude will extend to anything representing change i.e. leaders, technology, meetings, or any process of

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change.

Formation of Attitude

Individual attitudes develop through the interaction of complex forces and are learnt.

And what is learnt can be unlearned or changed. We develop our attitudes from copying those people who are important to us (significant others), particularly parents and siblings. Religious beliefs are good examples.

Rewards and punishments associated with certain actions make individuals acquire beliefs and accordingly result in building personal attitudes.

Demonstration effect from friends and playmates play an important role towards developing attitudes.

Media or persuasive communications also help develop certain attitudes. Often our attitudes towards politics come from information or persuasive communications from media.

Why concern for attitude

For any change (growth or development), positive attitude towards change is critical. Without the positive attitude towards change, development or growth is very difficult.

Positive attitude has the power to attract sudden good fortune from the world around us. We can observe that when under critical circumstances, if we adopt positive attitude and stay calm, we can easily overcome the problem, having no or less serious consequences.

How to change attitude

Negative attitudes towards change will disrupt the process of change.

Information alone is not sufficient to change attitudes towards a new idea or practice.

Don't fertilize the rocks. First, make people less resistant to receiving and processing information. And then expect change in their attitudes.

Cognitive approaches focus on changing the way people think about an entity or object. This is done through information, persuasive communication through introducing conflict or dissonance between the existing attitude and the new one.

Behavioral approaches focus reward and punishments for certain attitudes and behaviors. It can be used at homes, schools or organizations.

Social approaches focus on our tendency to copy the beliefs and behaviors of others. Role models shown on television and in the neighborhoods are examples. People change their residences, shift from old localities/mohallas to modern localities to learn new values and bring change in their attitudes.

An individual is capable of holding two contradictory beliefs or notions as long the person is not made aware about them. Once the person becomes aware, cognitive dissonance occurs. Dissonance is the uncomfortable feeling when we feel that what we believe may not be true. We cannot live with such discomfort and we try to modify either our thinking or change our behavior.

We can take the example of an environmentalist who is the advocate of keeping the environment clean, himself uses smoke emitting car. When he/she is made to realize, about his/her attitude, the conflict or dissonance emerges in his mind. In the result of this dissonance his/her probable actions will be either

1. Deny the evidence,
2. Change the car,
3. Rationalize the action that he had to drive a large car for safety or for some other reasons.

In all the cases, he tries to reduce dissonance or discomfort, because nobody likes to remain with the

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discomfort. He/she will bring change in the attitude to get rid of dissonance. Dissonance can be a great tool towards change. This conflict or dissonance can be created by oneself or by an organization or a group.

Steps towards change in attitude

Attitudes of individuals towards life, family, ideas, political thinking, religion or anything can be changed. Following are the various steps for bringing change in one's attitude that bring change in the behaviors.

1. Identify the object towards which change of attitude is desired.
2. Introduce information about which individual agrees.
3. Introduce the new information that contradicts the existing beliefs or attitudes.
4. Identify the ways through which belief or practice conform to new information.

These four steps towards change in attitude can be easily understood by this example. Suppose you want to bring change in the attitude of your son towards education. So, first of all you have identified that you want to change the 'attitude towards education', secondly you will find out the reasons for certain attitude, thirdly you will introduce new information or ideas that contradict with the current information. This introduction of new information will develop dissonance which might help changing attitude.

Steps to turn attitude into action

Attitudes can be turned into positive actions by realizing certain behaviors such as

1. Understand the power of attitude
2. Take control of yourself and your life
3. Be aware about yourself and keep updated
4. Identify and frame your bad and good attitudes
5. Find purpose of your behavior and develop prudent passion actions
6. Be pro-active and pre-active
7. Discover the ways to motivate yourself (motivators)
8. Build supportive relationships
9. See change as an opportunity
10. Leave a lasting legacy

Attitude by Charles Swindoll (American Writer)

The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, giftedness, or skill. It will make or break a company ... a church ... a home. The remarkable thing is we have a choice every day regarding the attitude we will embrace for that day. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude ... I am convinced that life is 10% what happens to me, and 90% how I react to it. And so it is with you ... we are in charge of our Attitudes.

"We are all faced with a series of great opportunities brilliantly disguised as impossible situations."

A prudent personal attitude towards life can identify those opportunities and a person can become successful.

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Dubrin, A.J. (2005). Human Relations for Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 07

PERSONAL MOTIVATION AND ACHIEVEMENT

Every individual can be well motivated to achieve success in work and in personal life. High motivation facilitates achieving high productivity and quality. It is important for career building and promotion. Self-discipline can motivate you and help achieve your goals. Motivation is an internal force to do and achieve personal and organizational goals.

Needs, wants and motivation

Personal needs and wants drive to work towards achieving certain goals. In other words, Motives are linked with personal needs or desires.

The Need Theory of Motivation

Personal needs and wants motivate people until these are satisfied. The need cycle shows the relationship with work and achievement:

Need → Drive → Actions → Satisfaction

The need cycle repeats itself, making it difficult to every truly satisfy people.

Needs and Motivation

Work and personal life offer the opportunity to satisfy several needs and wants.

Achievement: Personal achievement of needs lead people to find joy and satisfaction.

Power: The need or want for power compel people to control resources including people and money. ***Affiliation:*** People who value relations tend to be loyal to organizations and also with other people. ***Recognition:*** People with a strong need for recognition wish to be acknowledged for their contribution and efforts.

Discipline: People with a strong need for discipline and order have the urge to put things in order.

Risk Taking and Thrill Seeking: People with a strong need for risk taking and thrill seeking need exciting events and stimulation.

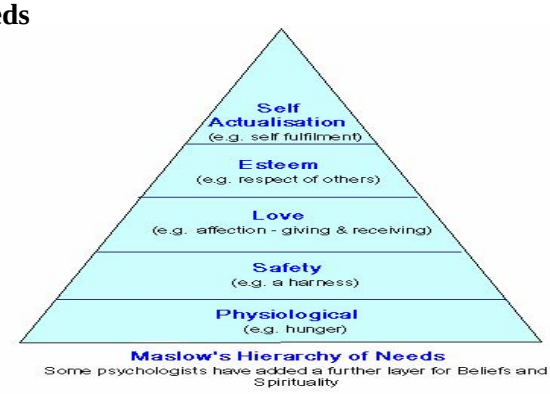
There may be a multitude of other needs and wants that drive or motivate people to do different things or tasks.

Variation of Need

People have different needs based on their different values.

A *value* is the importance a person attaches to something that influences the personal action.

Maslow's Hierarchy of Needs



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Maslow's hierarchy of needs show that people strive to satisfy the following needs in a sequential order:

- Physiological
- Safety
- Social
- Esteem
- Self-actualizing

A person is a perpetually wanting animal. The higher the level of need, the less likely it is to be satisfied. People will make efforts to satisfy those needs which are important for the individual. The first step, however, is the identification of a need or set of needs.

Goal Setting and Motivation
Success demands identifying goals. Almost all successful people set goals and write them down for personal reminding.
A goal is an event, circumstance, object or condition a person strives to achieve.

Goals are useful because they: (a) provide a consistent direction, (b) improve the chances for success and (c) serve as self-motivators and energizers. Combined with self-efficacy, the contribution of goals is even more important.

Goals create a discrepancy between what exists and personal aspirations. Such a discrepancy leads to dissatisfaction and turn into a drive or motive to eliminate the discrepancy. From a neurological perspective, goals arouse the sympathetic nervous system to action. Overly demanding goals, however, may produce over-arousal; the person becomes over-stimulated and may back away from achieving the set goal.

Goals may be of different types. It may involve learning or doing things or tasks. A learning-goal orientation means that an individual is focused on acquiring new skills and mastering new situations.

A proving-goal orientation is aimed at wanting to demonstrate and validate the adequacy of one's competence by seeking favorable judgments about one's competence.

People with a learning-goal orientation are more likely to seek feedback on how well they are performing.

Goal Setting on the Job
Goal setting is important in both profit and non-profit firms, especially in technical, professional and managerial jobs.

Executives set strategic goals. Workers at lower levels establish goals that support the top-level strategic goals. An important part of goal setting, both on and off the job, is priority setting. If you want to lead a rewarding personal life, you should have goals and plans to achieve them. Personal goals heavily influence the formulation of career goals as well. Integrating personal and career goals creates balance and stability in life.

Types of personal goals
Personal goals can be divided into different groups:

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Social and family, hobbies and interests, physical and mental health, financial, etc.

Guidelines for Goal Setting

An action plan is needed to achieve goals.

Specify Goals: Vague goals may delay action.

Concise Goals: Use a short, punchy statement.

Set Realistic Goals: A realistic goal represents the right amount of challenge for the person pursuing the goal. The higher a person's self-efficacy, the more likely he or she may think that a goal is realistic.

Set Goals for Different Time Periods: Include daily, short-range, medium-range, and long-range goals.

Include Some Fantasy in Personal Goal Setting:

Fantasy goals reflect a vision of the ideal type of life one would like to lead. Such goals also facilitate relaxation.

Review Goals from Time to Time:

Some goals lose their relevance and therefore must be changed.

Problems related with goals

A major problem related with goals is that goals can create inflexibility.

They can contribute to a narrow focus, thus neglecting other worthwhile activities. Performance goals can sometimes detract from an interest in the task.

Another problem is that goals can interfere with relaxation.

Techniques of Self-Motivation

Identifying your most important needs could enhance motivation. Some other techniques are also important to learn about.

Set goals for yourself: Goal setting is fundamental to motivation.

Find intrinsically motivating work: Intrinsic motivation refers to the natural tendency to seek out novelty and challenges, to extend and use one's capabilities.

Get feedback on your performance: Feedback acts as a reward.

Apply behavior modification to yourself: In using behavior modification, remember that self-rewards may be more effective than self-punishments in sustaining the right behavior.

Improve your skills relevant to your goals: According to the expectancy theory of motivation, people need confidence in their skills to be motivated.

Raise your level of self-expectation: The Galatea effect is the technical term for improving performance through raising one's expectations.

Develop a strong work ethic: If you are committed to the idea that most work is valuable and that it is joyful to work hard, you will automatically become strongly motivated.

Self-discipline and motivation

Achieving goals and staying motivated requires self-discipline.

The ability to work systematically and progressively toward a goal until it is achieved. The components of the self-discipline are as follows:

1. *Formulate a mission statement* related to your life.
2. *Develop role models* of self-disciplined achievers.
3. *Develop goals for each task.*
4. *Develop action plans to achieve goals.*
5. *Use visual and sensory stimulation.* Self-disciplined people from mental images of the act of accomplishing what they want.
6. *Search for pleasure within the task.* A self-disciplined person finds joy, excitement,

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and intense involvement in the task at hand (intrinsic motivation).

7. *Compartmentalize spheres of life.* Self-disciplined people have a remarkable capacity to divide up (compartmentalize) the various spheres of life to stay focused on what they are doing at the moment.

8. *Minimize excuse making.* Self-disciplined people concentrate their energies on goal accomplishment rather than making excuses for why work is not accomplished.

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Lesson 08

SOLVING PROBLEMS SKILLFULLY

Solving Problems Skillfully

Solving day-to-day problems is a major activity of all humans in today's complex social environment. The ability to solve problems skillfully is required in many situations both at work place and in private life.

A problem is a gap between what exists and what you want to have existed. Decision making to solve a problem means selecting one alternative from the various alternative solutions that can be pursued.

Opening the door of the principal office in your college may be a momentary problem. But it is a one. Normally, you knock at the door and seek permission to get in.

Personal attributes and problem solving

Many personal characteristics and traits influence problem solving techniques. Some of these attributes can be improved through conscious efforts by individuals.

1. Intelligence, Education, and Experience. In general, if you are intelligent, well educated (vocabulary of concepts), and well experienced, you will make better decisions than people without these attributes. How well you understand the situation and how broad you can think. How many alternative solutions come to your mind? How experience make you decide the best alternative clearly.

2. Emotional Intelligence. Being able to deal effectively with your feelings and emotions, and those of others, can help you make better decisions. **Emotional intelligence** refers to qualities such as understand one's own feelings, empathy for others, and the regulation of emotion to enhance living. Control over emotions is usually necessary for building relations and finding good solutions to problems.

3. Flexibility versus Rigidity. Flexible thinking enables the problem solver to think of original—and therefore creative—alternative solutions to solving a problem. Rigidity in today's environment actually creates problems.

4. Intuition. Effective decision makers rely on careful analysis and intuition; it is an experience-based way of knowing or reasoning in which weighing and balance of evidence are done automatically. **Intuition** takes place when the brain gathers information stored in memory and packages it as a new insight or solution. Developing good intuition may take a long time because so much information has to be stored. Vast experience develops intuition (insight or sixth sense or instinct).

5. Concentration. Mental concentration is an important contributor to making good decisions. Effective problem solvers often achieve the flow experience, total absorption in one's work.

6. Decisiveness and Perfectionism. Being fearful of committing oneself to any course of action can impede decision making. Another impediment is perfectionism. The perfectionist keeps searching for more information before making a decision. The combination of being indecisive and a perfectionist can lead to unnecessary delays.

7. **Risk Taking.** For some types of problems, the high risk taker and thrill seeker is at an advantage.

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Risk taking and thrill seeking can also lead to poor problem solving and decision making, such as betting on a huge inventory of merchandise that fails to sell.

8. **Values of the Decision-Maker.** Personal and social values influence decision making at every step. The right values for the situation will improve problem solving and decision making, whereas the wrong values will lead to poor decisions.

Problem solving and cognition

Personality influences a person's **cognitive style (intuitive skills).** It influences the mental processes used to perceive and make judgments from available information.

The four dimensions of psychological functioning are:

(1) Introverted (shy) versus extroverted,
(2) Thinking versus feeling,
(3) Sensing versus intuiting, and
(4) Judging versus perceiving.

Ways to solve problems

A highly recommended way of solving problems and making decisions is to use the following steps.

1. Awareness of the Problem. You can either be handed a problem to solve or discover one on your own. Ample information about the problem is necessary.

2. Identify Causes of the Problem. The causes of problems should be diagnosed and clarified before any action is taken because the causes are not always what they seem to be on the surface. Source of problem should be identified. Right diagnosis is needed for finding right solution.

Five key elements about the possible causes of a problem are: people, materials, machines, facilities, physical environment, and methods.

3. Find Creative Alternatives. The essence of good problem solving is to search for creative (and therefore useful) alternatives. Go beyond the ordinary.

4. Weigh Alternatives. The pros and cons of each alternative must be weighed. Tree analysis. Example: Education vs. apprenticeship.

5. Make the Choice. At this step the person chooses an alternative. Some people suffer from analysis paralysis, and thus delay decision making.

6. Implement the Choice. The alternative chosen must now be put into action. Implementation is often much more difficult than carrying out the other steps in decision making.

7. Evaluate the Choice. Evaluating the effectiveness of your decision tells you if another alternative must be sought. A helpful decision-making aid is to visualize what you would do if the alternative you chose proved to be dreadful—the worst-case scenario.

Creative Solutions

Creativity is the ability to develop good ideas that can be put into action. Adaptive creativity involves improving an existing system, whereas innovative creativity involves creating something new.

Characteristics of Creative Workers

Following are the characteristics of the creative workers

1. Knowledge

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2. Intellectual Abilities
3. Personality

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Lesson 09

CREATIVITY IN PROBLEM SOLVING

Creativity

Creativity: The ability to use 'imagination' or power of mind to develop new and original ideas or things.

Creativity can provide all the solutions to the complex problems of the workplace. Creative thinking is a positive, generative force that uses imagination to power business.

Creativity in problem solving

Creativity is the ability to develop good ideas that can be put into action.
Adaptive creativity involves improving an existing system, whereas innovative creativity involves creating something new.

Characteristics of Creative Workers

Creative people are more mentally flexible than others, allowing them to overcome the traditional way of looking at problems.
The characteristics of creative workers can be grouped into three broad areas, as described below. **1**. Knowledge
2. Intellectual Abilities
3. Personality

Barriers to creativity

1. Perceptual
2. Emotional
3. Intellectual
4. Environmental

Identify obstacles - do something about it!
For solving problems, divergent and convergent thinking can help

Unlock creativity - keep logic at bay

Conditions for Creativity

The characteristics of creative workers can be grouped into three broad areas, as described below.

1. Knowledge. Creative thinking requires a broad background of information, including facts and observations. Knowledge supplies the building blocks for generating and combining ideas.
2. Intellectual Abilities. Creative workers tend to be bright rather than brilliant and remain young in thinking and retain curiosity. The key to creative intelligence is insight, an ability to know what information is relevant, find connections between the old and the new, combine facts that are unrelated. See the "big picture." Creativity can stem from both fluid intelligence and crystallized intelligence. (Intelligence, Knowledge, experience, wisdom).
3. Personality. Non-cognitive factors contribute heavily to creativity. Creative people are self-confident, can tolerate isolation, and are often nonconformists.

How Creativity Comes?

- Creativity takes place when three components come together: **expertise, creative-thinking**

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skills, and the right type of motivation. Expertise refers to the necessary knowledge to put facts together.

- Creative thinking refers to how flexibly and imaginative individuals approach problems.
- **Persistence** and seeking ideas intentionally are also important.
- The **right type of motivation** centers on fascination with, or passion for, the task rather than searching for external rewards.
- **Passion and intrinsic motivation** result in the flow experience.
- **Factors outside the person** are also important for creativity.
- **Necessity is the mother of invention.** Another condition that fosters creativity is enough conflict and tension to put people on edge.
- **Encouragement,** including a permissive atmosphere that welcomes new ideas, contributes to creativity.
- Finally, humor is a key environmental condition for enhancing creativity.

Tips

- The problem as first stated is rarely the true problem. Ask at least five times. Always restate the problem as many ways as you can; change the wording, take different viewpoints, and try it in graphical form.
- Describe the problem to laymen and also to experts in different fields.
- Don't try to learn all the details before deciding on a first approach.
- Make the second assault on a problem from a different direction.
- Transforming one problem into another or studying the inverse problem often offers new insights. If you don't understand a problem try explaining it to others and listening to yourself.
- Test the extremes: If you can't make it better try making it worse and analyzing what happens.

Tips to solve problems creatively

- If the problem you are trying to solve has already been solved by others, learn that solution first, even if you intend to modify it.
- Begin by solving the simplest version of the problem.
- Build your solution incrementally
- Avoid focusing on a single solution
- Avoid hidden assumptions
- Be patient and retain perseverance
- Don't expect to find permanent solutions

Improving creativity

Many strategies and techniques can improve creativity, and all of them help people move beyond intellectual constraints. The goal of these experiences is to think like a creative problem solver.

- **Concentrate on the problem or task**
  At limes, we think we are thinking intently about our problem, yet in reality we may be thinking about something that interferes with creativity. Distractions: They can hamper the development of new ideas
- **Overcome traditional mindset**
  Mental flexibility helps a person overcome a traditional mental set, a fixed way of thinking about objects and activities. An effective way of overcoming a traditional mind set into challenge, the status quo.
- **Discipline yourself to think laterally**
  Vertical thinking is an analytical, logical process that results in few answers.
  In contrast, lateral thinking spreads out to find many different alternative solutions to a problem.

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Critical thinking is vertical, and creative thinking is lateral.
To learn to think laterally, develop the mental set that every problem has multiple solutions.

- **Conduct brainstorming sessions**
  The best-known method of improving creativity is brainstorming, a technique by which group members think of multiple solutions to a problem. An important strategy for enhancing the outcome of brainstorming is to have intellectually and culturally diverse group members.
  1. Electronic Brainstorming. In electronic brainstorming, group members simultaneously enter their suggestions into a computer, and members can still build on each other's ideas.
  2. Brain writing. In many situations, brainstorming by you produces as many or more useful ideas as does brainstorming in groups. Brain writing, or solo brainstorming, is arriving at creative ideas by jotting them down you.

5. **Borrow creative ideas**
   Copying the successful ideas of others is a legitimate form of creativity. Business firms often borrow ideas from each other as part of benchmarking.
6. **Negate your own ruts or mental set**
7. **Establish idea quotas for yourself**
   Establishing idea quotas is similar to brain writing with a goal in mind. An easy way of getting started is to establish a monthly minimum quota of one creative idea to improve personal life, and one to improve school or job performance.
8. **Play the roles of explorer, artist, judge, and lawyer**
   Be an explorer by searching for ideas. Be an artist by stretching your imagination and asking "what-if questions. Know when to be a judge by evaluating them at the right time. Be a lawyer by negotiating to get your idea implemented.
9. **Forced Associations**
   A widely used method of releasing creativity is the forced-association technique. Using this technique, individuals or groups solve a problem by making associations between the properties of two objects. A link is found between the properties of the random object and the problem object. The forced association is supposed to help solve the problem.
10. **Challenge Your Ruts**
    A primary barrier to creativity can be doing the same things, the same way, every day. Challenging your ruts, or habitual way of doing things, can assist you in developing mental flexibility.

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Lesson 10

HANDLING PERSONAL ISSUES

Self-Defeating Behavior

- In today's increasingly complex social and economic environment, most people have to overcome personal behavior as they influence their personal and work life. When personal problems are under control, care prospects improve. Personal satisfaction improves. There are many sources of personal problems and these sources need to be identified for their effective solutions and also to avoid such problems in future. The professional success is greatly influenced by personal problem, the issues and situations. Most personal problems are usually the creation of your own. They emerge through self-defeating attitudes and behaviors.

Self-Defeating Attitude

- Self-defeating attitude is a tendency to act in such a way that one's behavior works against his / her own interests, either intentionally or unintentionally.
- Feelings of helpless and apathetic attitude are examples. Such attitudes kill initiative and action.

Why engage in self-defeating attitude

- The major factor behind self-defeating attitude and behavior is a negative thinking.
- Some people act towards damaging their careers and falling short of their potentials. They create problems.
- The simplest explanation for self-defeating behavior is that some people suffer from personal attributes that promote self-defeating or self-damage.
- Self-defeating is a kind of belief that put people on the path of self-damaging.
- If a person attains an erroneous belief, it will create conditions for failure. For example, perceiving a wrong reason for a problem can result in self-defeating tendency.
- Give 'isolation' as an example.
- A negative and self-defeating attitude destroys all hope of career success. A positive and proactive attitude guarantees that.

Self-defeating behaviors

Defensiveness	Unrealistic expectations
Fear of stating ones point of view	Fear of intimacy
Negative attitude	Fear of commitment
Fear of expressing deep feelings	Fear of rejection
Inability to say "no"	Extreme nervousness
Disorganization	Fear of taking a test
Waste time	Fear of death
Poor Planning	Excessive daydreaming
Forgetfulness	People pleasing
Fear of being oneself	Fear of success
	Excessive guilt
	Unrealistic mistrust
	Losing temper
	Alienation from others

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Positive attitude

A positive attitude gives you the power and confidence to approach every situation with the expectation that you will ultimately find the right thing to do -- and then do it. If a person starts enjoying isolation, it will be self-defeating.

Your ATTITUDE, enthusiasm and self-confidence is critical to personal and professional success. A winning attitude energizes your mission, transforming raw *potential* into *power*. Believe in yourself and your power.

1. Attitude
2. Enthusiasm
3. Self-Confidence
4. Future Success isn't Limited by Past Failures
   Because you have the deep-seated belief that you can achieve anything you want, an endless series of possibilities open up for you -- creating real opportunities for advancement.
   Future success isn't limited by past failures -- but by your willingness to take the right actions -- right now.

Strategies to overcome Self-Defeating:

1. Examine Yourself and Make the Necessary Changes: A good starting point in attitude analysis is to look for patterns in one's setbacks or failures. People can change attitudes and behaviors.

2. Stop Blaming Others for Your Problems and Cursing Fate: Projecting blame onto others is self-defeating because doing so relieves a person from most of the responsibility for his or her setbacks and failures. When things go wrong, instead of cursing fate, fight back and create your own destiny.

3. Solicit Feedback on Your Actions: Feedback is essential for monitoring whether a person is sabotaging his or her career or personal life. Listening to spontaneous comments and soliciting feedback are both effective.

4. Learn from Criticism: To ignore valid criticism can be self-defeating. Suggestions for benefiting from criticism include:

(1) See yourself at a distance;
(2) Ask for clarification and specifics;
(3) Decide on a response (for example, apologize to or thank the criticizer).

5. Stop Denying the Existence of Problems: Many people sabotage their careers because they deny the existence of a problem, and therefore do not take appropriate action. Denial hides a painful reality.

6. Visualize Self-Enhancing Behavior: To apply visualization, the person programs himself or herself to overcome self-defeating actions and behaviors. The person then visualizes coming out a winner in a challenging situation.

Positive attitude to tackle personal problems

- Expect success rather than fear failure.
- Focus on solutions rather than remain stuck in the problem.
- Speak and act with enthusiasm.
- Enjoy life with a positive attitude and a passion for the future.
- Gain the surge of energy that accompanies a positive mental attitude.
- Lift up the spirits and inspire others when they are down.
- Overcome obstacles or defeat with a renewed positive attitude.
- Say "YES to each new challenge as it presents itself.
- You learn from error and defeat
- Think like an employer.
- Positive thinking will let you do everything better than negative thinking will.

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Personal well-being

- Lack of personal well-being is an important personal problem people usually face. Here personal well-being refers to mental and social adjustment/comfort. Harmonious social relations promote personal well-being.
- In other words, harmonious social relations enhance your mental energy. It also keeps you healthy both physically and mentally.

Common Personal Problems

1. Drug Abuse
2. Internet Dependence
3. Coping with Loss of Relationship
3. Absenteeism and Lateness
4. Depression and Neurological Disorders
5. Coping with Anger

Some personal problem

A. Drug Abuse

The health effects and personal life consequences of abusing both illegal and prescription drugs.

1. All drugs may have serious side effects (for example, Relaxants, Heroine).

a. Narcotics. A narcotic is a drug that dulls the senses, facilitates sleep, and is addictive with long-term use.

b. Depressants. A depressant is a drug that slows down vital body processes. Alcohol is a depressant.

c. Stimulants. A stimulant produces feelings of optimism and high energy.

Cocaine and diet pills are stimulants.

2. Getting Help for Drug Abuse Problems. Drug abusers, like alcohol abusers, can also perceive their problem as a disease or maladaptive behavior thus directing their remedial strategy.

Internet Dependence

An Internet dependence (or addiction) is a condition whereby a person spends so much time on the Internet that other work suffers and the person experiences sleep deprivation and neglects human contact.

B. COPING WITH THE LOSS OF A RELATIONSHIP:

A major personal problem many people encounter is the loss of a valued personal relationships, including separation, divorce, or death. Loss of intimacy in a relationship is another significant type of loss. The person who takes the initiative in terminating a relationship often has to cope with guilt. Ways of coping with the loss of a relationship include:

- Be thankful for the good in the relationship
- Find new outlets for spare time
- Get ample rest and relaxation
- Pamper yourself
- Get emotional support
- Get out and go places
- Give yourself time to heal
- Anticipate a positive outcome
- Totality of relationship is not bad

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C. ABSENTEEISM AND LATENESS:

- Absenteeism and lateness are the leading factors of employee discipline. They are a form of career self-sabotage.
- As a rule of thumb, more than five lateness's and absences in a month constitute a problem.
- Maintaining control over absenteeism and lateness helps employers control costs. Following are suggestions for developing the right mental set for developing an excellent record of attendance and punctuality.
- Look upon your job as self-employment.
- Reward yourself for good attendance and punctuality and punish yourself for the opposite.
- Think through carefully the consequences if all company employees were absent and late frequently.
- Think of the consequences to co-workers if you are absent and late frequently.

E. DEPRESSION AND NEUROBIOLOGICAL DISORDERS:

Disturbed emotions and brain malfunctioning can interfere with handling some aspects of job responsibilities well.

1. Depression

• Depression is a widespread emotional disorder. The condition can drain energy and reduce productivity and quality. As effectiveness decreases, the person's thinking, acting, and feeling become more damaged.

- Seasonal Affective Disorder (SAD) is a form of depression that develops during the hot and humid season and disappears as the weather becomes pleasant.

2. General Anxiety

- Continuous worry about real and imagined problems to the point of negative functioning affects significant proportion of population (an estimated 13 percent of the population).
- Anxiety is a feeling of distress or uneasiness caused by fear of an imagined problem.

3. Neurobiological Disorders

Personal problems on the job are often the result of neurobiological disorders, a quirk in the chemistry or anatomy of the brain that creates a disability. The disabilities take the form of reduced ability to control one's behavior, movements, emotions, or thoughts.

- **Attention Deficit Disorder:** People with this disorder (ADD) have difficulty concentrating that may be accompanied by hyperactivity. High achieving adults with ADD often work extremely long hours, jumping from one project to another.
- **Obsessive-Compulsive Disorder:** People with this disorder (OCD) have uncontrollable and recurring thoughts or behavior relating to an unreasonable fear.
- **Narcolepsy:** People with this disorder have uncontrollable sleepiness, even after receiving adequate sleep.

Neurobiological disorders can be treated successfully with medication and a supportive environment at home and on the job.

F. DEALING WITH ANGER

- Limited ability to deal with anger damages the career and personal life of many people.
- Anger is a feeling of extreme hostility or displeasure. Anger creates stress and results in physiological changes such as enlarged pupils, and a flushed face.
- Workplace violence usually stems from anger.
- The ability to manage anger is an important interpersonal skill, now considered to be part of emotional intelligence.

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To manage anger, keep in mind the following:
(1) Anger can be an energizing force, and therefore constructive if properly channeled.
(2) Express your anger before it reaches a high intensity.
(3) As you are about to express anger, slow down.
(4) Ask for feedback about how well you are expressing your anger.

The problem of anger has become widespread. You can watch aggressive scenes on roads, in schools, at home, and other places.

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Lesson 11

CONFLICT RESOLUTION

Conflict resolution

- Conflict is a condition that exists when two sets of demands, goals, or motives are incompatible or unmatchable.
- Negotiation is treated as an important way of resolving conflict.

WHY SO MUCH CONFLICT EXISTS

A. Competition for Limited Resources

• People squabble because not everybody can get all the resources he or she wants.

B. The Generation Gap and Personality Clashes

- Differences in age, or the generation gap, can lead to conflict because members of one generation may not accept the values of another.
- Disagreements on the job also stem from personality clashes, or antagonistic relationships between two people based on differences in personal attributes, preferences, interests, values, and styles.
- Clashes sometimes surface after people have been working together harmoniously.

Aggression

C. Aggressive Personalities

- Some workers convert disagreement into an attack.
- Aggressive personalities are people who verbally, and sometimes physically, attack others frequently.
- Verbal aggression takes the form of insults, teasing, ridicule, and profanity.
- Aggressiveness can also lead to violence.

Culturally Diverse Teams

D. Culturally Diverse Teams

- Conflict often surfaces as people work in teams whose members vary in many ways. Ethnicity, religion, and gender differences are three of the m factors that lead to clashes in viewpoints.
- Differing educational background and work specialties can also lead to conflict. Yet, with direction, most groups can overcome these conflicts.

Competing work and family demands

E. Competing Work and Family Demands:

- Balancing the demands of work and family life is a major challenge facing workers at all levels.
- The challenge of achieving balance is particularly intense for employees who are part of a two-wage earner family.
- Work-family conflict occurs when the individual has to perform multiple roles: worker, spouse or partner, and often parent.
- Work-family conflict is related to depression and other stress-related health problems.
- Work/family programs are aimed directly at reducing conflict stemming from competing work and family demands.
- These programs include.
  1. Flexible work schedules,
  2. dependent-care programs, and

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3. Compassionate attitudes toward individual needs.

Harassment

F. Gender-based Harassment:
A Special Type of Conflict

Gender-based harassment is generally defined as unwanted behaviors between males and females at workplaces. Such behaviors result in discomfort and/or interference with the job.

- Gender-based harassment creates conflict because the harassed person has to make a choice between the job or harassment.
- Surveys and opinions suggest that somewhere between 50 percent and 60 percent of women are harassed by male least once in their career in the West.
- Aside from being an illegal and immoral act, gender-based harassment has negative effects on the well-being of its victims.
- The harassed person may experience-job stress, lowered morale, severe conflict, and lowered productivity.

Merits and Demerits of Conflict

II. THE GOOD AND BAD SIDE OF CONFLICT

- Conflict has both positive and negative consequences, much like work stress. On the positive side, the right amount of conflict enhances mental and emotional functioning and may lead to improved relationships.
- Conflict also helps prevent groupthink (over agreement to achieve cohesion). On the negative side, intense conflict may lead to physical and mental illness, wasted resources, sabota9e, excessive fatigue, and workplace violence including homicide. Disgruntled employees may seek

III. TECHNIQUES FOR RESOLVING CONFLICTS

- Presented here are some field-tested approaches to conflict resolution. Most of them emphasize a collaborative or win-win philosophy.

A. Confrontation and Problem Solving Leading to Win-Win

- The most highly recommended way of resolving conflict is confrontation and problem-solving. The person identifies the true source of conflict and then resolves it systematically using a problem-solving approach.
- Tactfulness is recommended.
- The approach to confrontation and problem solving is for each side to list what the other side should do. The two parties then exchange lists, and select a compromise both sides are willing to accept.
- The intent of confrontation and problem solving is to arrive at a collaborative solution to conflict.
- The collaborative style is based on an underlying philosophy of win-win, the belief that after conflict has been resolved, both sides should gain something of value.

B. Disarm the opposition

- Disarm the opposition is a method of conflict resolution in which you disarm the criticizer by agreeing with his or her criticism of you. The act of agreeing is disarming if you agree with the criticism, the criticizer no longer has reason to use his or her armament Disarming generally works more effectively than counterattacking a person with whom you are in conflict.

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C. Cognitive Restructuring

- According to the technique of cognitive restructuring, you mentally convert negative aspects into positive ones by looking for positive elements in a situation. If your search for the beneficial elements in a situation, there will be less area for dispute.

D. Appeal top Third Party

- If you cannot resolve the problem yourself, make a formal appeal to a higher-level official or authority. Virtually all employers have some sort of appeal process. A labor union represents another method of appealing to a third party.

E. The Grievance Procedure

- The formal process of filing a complaint and resolving a dispute is the grievance procedure. It can also be regarded as a third-party method of resolving conflict

The Steps in the grievance procedure may vary from one to six. Typical steps are as follows:

1. Initiation of the formal grievance.
2. Second-level of management.
3. A higher-level manager and the local union president
4. Arbitration. (Only about 1 percent of grievances go all the way to arbitration.)

- A grievance procedure used in many firms without a union Is the Jury of peers, whereby unresolved grievances are submitted to a panel of co-workers.

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Lesson 12

COMMUNICATION AND HUMAN RELATIONS

Communication

Communication is a critical tool for holding people together in families and in organizations. Most job and family disputes are the result of communication problems.

Process of communication

There are three technical steps for any communication to occur:

(1) Encoding (putting ideas into symbols)

The source initiates a message by encoding the idea (or a thought) in words or symbols send to the receiver.

(2) Communication media

The channel in the communication process is the medium that the sender uses to transmit the message to the receiver. Although the message could be in either an oral or written form, the oral medium most likely will be more effective because of the immediacy, if required.

(3) Decoding (understanding the message)

It is the act of understanding message (words or symbols).When the sound waves are translated into ideas; we are taking them out of the ode they are in, hence decoding. Thus reader or listeners are often regarded as decoders.

- If decoding is successful, it leads to action.
- **Noise**, or unwanted interference, can occur at any step in the communication process.
- **Difference between noise and voice**
- **Nonverbal communication** is used primarily to convey the feeling behind a message.
- A substantial amount of communication on and off the job is nonverbal.

Factors of communication

A. Environment or Setting

The setting of the message often communicates something about the sender, such as seriousness of purpose.

B. Distance from the Other Person

The physical distance the sender places between himself or herself and the receiver may communicate a message, such as the degree of liking or warmth.

C. Posture

Receivers generally note the sender's posture even without realizing it Good posture sends out positive messages. Offing is less Intimate and inviting than standing.

D. Hand Gestures

Hand gestures are universally recognized as conveying specific information to others. An example is that open-palm gestures toward the other person typically convey positive attitudes.

E. Facial Expression and Eye Contact

The most reliable nonverbal signals are emitted by the head, face, and eyes, as is well known; maintaining eye contact with another person improves communication with him or her. A person's current state of happiness is often reflected in his or her face.

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F. Voice Quality

How things are said exerts a heavy influence on how the message is received, As a consequence, voice training is important A forceful voice, which includes a consistent tone without vocalized pauses, connotes power and control. Gesturing can be used to improve a monotonous voice quality because it leads to a more forceful exhale.

G. Personal Appearance

Among the many reasons that personal appearance is important is that people pay more respect and grant more privileges to people they perceive as being well dressed and attractive. The meaning of being well dressed depends heavily on the situation. Being perceived favorable, and as physically attractive.

H. Lying as Revealed by Nonverbal Communication

A person's nonverbal behavior is often used to gauge whether he or she is telling the truth. Highly practiced liars are less revealing. Key facial clues of lying included a crocked smile, failure to look you in the e forced eye contact, and frequent nose rubbing.

Interpersonal communication and IT

Advances in information technology had both positive and negative impacts on interpersonal communicative- E-mail and Tele comrnunication are two key domains for changes in communication created by information technology.

A. E-Mail and Communication among People

- E-mail has replaced many telephone and In-person exchanges. E-mail is likely to expand and include photographs, audio, video, and chunks of voice mail.
- Instant Messaging (I. M.) is a fast-growing variety of e-mail. Instead of picking up messages at times you choose, you are exposed to them whenever at the computer.
- E-mail encourages indiscriminate sanding of messages, including spamming, or flooding someone with unwanted messages.
- Other problems include using e-mail fur political purposes, managers avoiding contact with group members, and using e-mail to reprimand others impersonally.
- A recent study with 2,500 workers suggests that e-mail is being used wisely and is under control.

B. Telecommuting

A telecommuting is an employee who works at home full-time, and send out put or part-lime, and sends output electronically to a central office. Nearly eight percent of the workforce telecommutes. Telecommuters miss out on the face-to-face interactions so vital for dealing with complex problems. Limited face- time can also limit promote-ability. Another communications problem with telecommuting is that it lacks a solid human connection.

Barriers to communication:

Communication rarely proceeds as effectively as we would like. Barriers are most likely to occur when a message is complex, emotionally arousing, or clashes with the receiver's mental set. If you are aware of barriers, you will be better able to overcome them.

A. Limited Understanding of People

Communication will often break down if you misread people and their needs. Limited understanding can also take the form of making false assumptions about the receiver, thus creating a

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communication roadblock.

- **Different Interpretation of Words**

If the receiver makes another interpretation of a key word than intended, the message may not get through.

B. Creditability of the Sender and Mixed Signals

The more the sender of the message, the greater the probability that the message will get through clearly. A disconnect can also occur from mixed signals—sending different messages about the same topic to different audiences. A mixed signal also refers to sending one message to a person about desired behavior, yet behaving in another way yourself.

C. One-Way Communication

Effective communication proceeds back and forth. Face-to-face communication helps to clarify meanings. Instant messaging helps overcome the one-way barrier because the receiver reacts immediately to your message.

D. Emotions and Attitudes

When people are emotionally aroused they are not likely to receive messages clearly, and they may say things they would not say if they were calm. It is best to calm down when sending and receiving messages.

• Communication Overload

Being bombarded with information is a major communication barrier. Communication overload occurs when people are so overloaded with information that they cannot respond effectively to messages. As a result, they experience work stress.

• Improper timing

Many messages do not get through to people because they are poorly timed. You have to know how to deliver a message, but you must also know when to deliver it.

E. Poor Communication Skills

Poor communication skills in both sending and receiving messages are a substantial communication roadblock. A common deficiency in sending messages is to communicate with low conviction by suing wimpy words, backpedalling, and qualifying. **For example,** "I think I might be able to finish this project by the end of the week. A strong regional accent can create communication problems.

Improving communication skills

With determination and awareness that communication barriers exist, people can become more effective communicators.

A. Appeal to Human Needs and Time Your Messages

Effective communicators target their audiences by appealing to their needs. If your deliver a message at the right time, you are taking into account the person's mental conditions at the moment. Wait for the person to be in the right frame of mind to listen.

B. Repeat Your Message, Using More Than One channel

Repeating the message several times, but not necessarily in the same way, improves the chances of it being received accurately. A generally effective way of repeating a message is to use more than one communication channel.

C. Have an Empowered Attitude and Be Persuasive

A person's communication effectiveness is directly proportional to his or her attitude. Empowerment is involved here because the person takes charge of his or her own attitude.

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- **Discuss Differences in Perspectives**

A paradigm is a model, framework, viewpoint, or perspective. When two people look at a situation with different perspectives, a communication problem may occur. Discussing the perspectives helps because it may lead to an understanding of why and how people view the problem differently.

D. Check for Comprehension and Feelings

Ask receivers their understanding or interpretation of what you said. Also use nonverbal indicators to gauge how well your message has been delivered. Another consideration is to check for feelings in addition to conveying the facts.

E. Minimize Defensive Communication

- **Defensive communication** is used to receive messages in such a way that our self-esteem is protected. It is also used to send message to make one feel good.
- **Denial,** the suppression of information we find uncomfortable, is behind defensive communication.

F. Combat Info Overload

You can decrease the chances of suffering from communication overload by such measures as carefully organized and sorting information before plunging ahead with reading. Being selective about your e-mail and Internet reading is a good technique.

G. Establishing Rapport

To build rapport you need to empathize and think from the mind of the other person.

H. Engage in Small Talk and constructive Gossip

The effective use of small talk and gossip can help a person melt communication barriers. Small talk helps build rapport. A new perspective on gossip is that being a source of positive gossip brings a person power and credibility. Workmates are eager to communicate with a person who is a sewer of not-yet-verified developments.

J. Improve Your Telephone and Voice-Mail and Speakerphone Communication Skills

A direct way of overcoming communication barriers is to use effective telephone and voice-mail communication skills because these two communication media often create communication problems. Many businesses attract and hold onto customers because their representatives interact positively with people through the telephone and voice mail.

K. Use Presentation Technology to Your Advantage

- The communication challenge with presentation technology is that during an oral presentation the predominant means of connection-between sender and receiver is eye contact. One of the biggest challenges is to learn how to handle equipment and maintain frequent eye and voice contact at all times. One suggestion is to talk to the audience and not the screen.
- Improving one's receiving of messages is another part of developing better communication skills. Unless you receive messages as intended, you cannot perform your job properly or be a good companion. Listening is a major communication activity. Insufficient listening is extraordinarily costly, leading to such problems as re-shipping orders and recalling defective products. A major component of effective listening is to be an active listener. The active listener listens intensely, with the goal of empathizing with the speaker.
- Empathy simply understands another person's point of view. By listening actively, the listener can feed back to the speaker what he or she thinks the speaker meant.
- To be an active listener, it is also important to paraphrase, or repeat in your own words what the

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sender says, feels, and means.

- To help become an active listener, keep papers and your computer screen out of sight when listening to somebody else. Be sure to let others speak until they have finished.

Improving gender barriers to communication

Another strategy for overcoming communication barriers is to deal effectively with cultural differences. Two areas of cultural differences are those related to gender and geography. Gender differences in communication style have amused considerable interest, but they must be regarded as cultural stereotypes. Individual differences in communication style are usually more important than group (men versus women).

The major gender differences in communication patterns are as follows:

1. Women prefer to use conversation for rapport building.
2. Men prefer to use talk primarily as a means to preserve independence and status by displaying knowledge and skill.
3. Women want empathy, not solutions when discussing problems.
4. Men prefer to work out their problems by themselves, whereas women prefer to talk out solutions with another person.
5. Men tend to be more directive and less apologetic in their conversation, whereas women are more polite and apologetic.
6. Women tend to be more conciliatory when facing differences, whereas men become more intimidating.
7. Men are more interested than women in calling attention to their accomplishments and hogging recognition.
8. Men and women interrupt others for different reasons. (Men want to introduce a new topic whereas women want clarification.)
9. During casual conversation, women focus more on other people, whereas men emphasize sports and leisure activities.
10. Women are more likely to use a gentle expletive, whereas men tend to be harsher.

Understanding these differences will help you interpret the communication behavior of people. As noted in the chapter, how you combine verbal and nonverbal communication becomes part of your personal communication style, or your unique approach to sending and receiving information. Hundreds of styles are possible.

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Lesson 13

ORGANIZATIONAL COMMUNICATION

Importance of communication

"It is impossible to have relations without communications and vice versa." *Robert D. Breth* "The meaning of words; they are not in words; they are in us." *S I. Hayakawa*

Process of communication

Communication is the process of conveying the information and understanding of issues from one person to another. It is just like sharing the meanings with juniors, seniors or co-workers to get work done. Communication is a dynamic process through which managers or supervisors take action and do things. One person can initiate the process of communication but cannot complete it by him or herself. It is completed only when the receiver receives it. People communicate with symbols of language, pictures, and gestures. Receivers draw meanings from symbols on the basis of their prior knowledge and experience. If a person does not know a particular language, for example Chinese, the symbols of Chinese language will be meaningless.

With reference to language, ideas should be emphasized instead of words. Visuals are an aid to communication and actions speak louder than words. Since communication is a two way process, listening skills are important. In consequence, for good speaking and writing skills, good listening skills are required.

To improve listening skills

1. Stop talking
2. Put the talker at ease
3. Show other that you want to listen
4. Remove distractions
5. Empathize
6. Be patient
7. Hold your temper
8. Go easy on argument criticism
9. Ask questions

Organizational communication

- Communication is the process by which all human interaction takes place. Significant groups in this process are management and employees.
- Management communication is especially important and most channels of communication with workers are based in the management.
- The administration is generally concerned with facilitation communication in the organization. Each manager has a complicated set of relationships with other individuals and these relationships are substantially determined by organization structure. Accordingly, organization structure has a major influence on communication. Any person and organization cannot communicate more than what it knows. Therefore, organizations and managers need to know more.
- Upward communication is more difficult to develop than downward communication.
- The major dimension of organizational communication is open communication that values diversity. In general, organizational communication is the compounded interpersonal

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communication process across an organization.

Importance of organizational communication

Global organizations that stress diversity realize that there are 13 dimensions for success, and the number one dimension is open communication. In today's diversified global environment, coaching is the primary vehicle for positively influencing employees' performance.

- **Coaching** involves questioning, listening, and the ability to provide feedback to enhance skills and build self-esteem.
- **Sensitive listening** is the key to effective management, and busy executives spend 80 percent of their time listening.
- **Lee Iacocca**, the top executive credited with U saving Chrysler Corporation from bankruptcy, said, 'The most important thing I learned in school was how to communicate".
- At all organizational levels, at least 75 percent of each workday is consumed by talking and listening.
- Seventy-five percent of what we hear we hear imprecisely.
- Seventy-five percent of what we hear accurately we forget within three weeks.
- Communication, the skill we need the most at work, is the skill we most lack. Communication is an essential prerequisite of organization. When organizations hire employees, one of the most important factors considered is communication skills. However, there are many employees who lack basic communication skills and the problem will continue as work force diversity grows.
- Because communication skills are so important and so many employees' skills are so poor, organizations are spending millions of dollars to teach workers basic communication skills. Various research studies have revealed that as much as 70 percent of all business communication fails to achieve the intended purposes. Employees need relationships to realize their potential. Every communication interaction provides an opportunity for each participant to increase or decrease the Intensity of relations and also to get the work or business done.

Types of organizational communication

A. Vertical Communication

Vertical communication is the flow of information both up and down the chain of command. It is usually official information. It is upward and downward.

B. Horizontal communication

It is the flow of information with people on the same or similar levels in the organizational hierarchy.

C. Grapevine communication (informal)

It is "the informal transmission of information, gossip or rumor from person to person" The grapevine is the informal and unsanctioned information network within every organization.

D. Communication networks

"The network helps employees make sense of the world around them and consequently provides a release from emotional stress and all informal information is undocumented." (Circle, chain, all channel etc)

Barriers to organizational communication

- Perception
- Emotions (anger, fear, sadness, happiness)
- Filtering (process of altering the message for more favorable image)
- Trust and credibility

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- Information overload
- Not listening (only hearing)
- Time and place
- Media selection

Situational communication

Situations are not always planned and if planned, their details vary significantly. People in general are not prepared to handle situational communication. It comes with experience.

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Lesson 14

UNDERSTANDING COMMUNICATION STYLES

Communication style

The patterns of behaviors that others can observe can be called communication style.

- By knowing our own communication style, we get to know ourselves better. And we get along with others better as we develop the ability to recognize and respond to — their styles. Paul Mok and Dudley Lynch
- Men and women belong to different species, and communication between them is a science still in its infancy. Bill Cosby
- We shall never be able to remove suspicion and fear as potential causes of war until communication is permitted to flow, free and open, across international boundaries. Harry S. Truman

Each person has a unique communication style. Your awareness about your own communication style can help you communicate better and thereby improve human or interpersonal relations. Communication style is a dimension of personality it is a way of relating with other people (at home, in public or work place). Understanding other people's CS help improve relations. It is the acceptance of different ways of doing things.

Fundamental concepts supporting, communication styles

- **Individual differences** and their importance (typecasting of individuals-aggressive, supportive, cooperative etc)
- **Individual style** differences tend to be stable.

There are a limited number of styles.

- People make judgments about others based on their communication styles.
- (First few minutes are important for knowing the CS) Style flexing is a great capability.

Learning to cope with communication style bias

Almost everyone experiences communication style bias from time to time. (Concept of being on the same wavelength)Self-awareness or learning about personal CS is very important. Through this ability you learn about others.

Modeling communication style

- Learning about communication style model describes your preferences, not your skills or abilities. On a continuum of dominance, people tend to be either low dominating or high dominating.
- **Low dominance:** tend to be cooperative and eager to assist others. They are less assertive.
- **High dominance:** Frequently initiate demands. They are assertive and tend to control others.

Assessing your communication style

- Cooperative …….. .Competitive
- Submissive …… Authoritative
- Accommodative …… Domineering
- Hesitant …….. …...Decisive
- Reserved …….. ….Outgoing

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- Compromising ……...Insistent
- Cautious …….. …..Risk taking
- Patient …….. …….Hurried
- Complacent …….. ..Influential
- Quiet …….. ……...Talkative
- Shy …….. ……..Bold
- Supportive …….. ...Demanding
- •Relaxed …….. ……Tense
- Restrained …….. …Assertive

Where should you be on dominance continuum? Anywhere People are successful being at any place on the continuum. Just need to know where you stand on the continuum and knowing the strategy to use your strengths.

Sociability continuum

- Low sociability …….High sociability
- Sociability: Tendency to seek and enjoy social relationships with others.

Assessing sociability

1. Disciplined …….. Easygoing
2. Controlled …….. .Expressive
3. Serious …….. ……Light-hearted
4. Methodical ……...Unstructured
5. Calculating …….. .Spontaneous
6. Guarded…….. ….Open
7. Introverted …….. Extroverted
8. Aloof…….. ……..Friendly
9. Formal…….. ……Casual
10. Reserved …….. …Attention seeking
11. Conforming ……Unconventional
12. Reticent …….. ….Dramatic
13. Restrained ……Impulsive
14. Where should you on a sociability continuum?

Basic communication styles

Emotive: Tends to express high emotional opinions. Outspoken, use gestures and facial expressions.
Directing: Determined to come to the top. Tend not to accept mistakes. Cold and have no feelings. Use always, never, don't.
Reflective: Tends to avoid making a decision. Interested in detail. Formal and avoid displaying emotions. **Supportive:** Attempts to win approval by agreeing with everyone. Seeks reassurance, refuses to take stand is apologetic.(Situational demands are important and one could be flexible to change style).
Versatility :when we speak of interpersonal relationships (an interaction involving at least two people), we contend that no one can do much about what another person says or does, but each of us can do something about what we say and do. And because dealing with others is such a major aspect of our lives, if we can control what we say and do to make others more comfortable, we can realistically expect our relationships to be more positive, or effective. David W Merril and Roger H Reid (Authors of Personal Styles and Performance).

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Lesson 15

SELF-ESTEEM

Love thyself and self-esteem

"Love thy neighbor's" is one of the world's best-known human relations principles. Yet most people forget that the phrase ends as you those last two words are the foundation for accomplishing the first three. When you maintain yourself -esteem, you feel confident and free to express yourself without being overly concerned with others' reactions; you work to fulfill your needs for achievement, strength, recognition, independence and appreciation — to reach your greatest potential. If you maintain low self-esteem, you are plagued by doubts and anxieties that limit your ability to achieve success.

Self-esteem

Self-esteem: "Appreciating my own worth and importance and having the character to be accountable for myself and to act responsibly towards others." Self-esteem can be thought of as the sum of self-confidence and self-respect." There is no value judgment more important to man — no matter more decisive in the psychological development and motivation — than the estimate he passed on himself."

Measure of self-esteem

Your measure of self-esteem is always a matter of degree. Your self-esteem reflects what you think and feel about yourself, not what someone else thinks or feels about you, even though you are always re-evaluating yourself in light of others' comments about your behavior. Self esteem includes the personality traits you believe you have, such as honesty, creativity, assertiveness, flexibility, and many more. Genuine self-esteem is not expressed by self- glorification at the expense of others or by the attempt to diminish others so as to elevate you.

Building process of self-esteem

"A child's life is a piece of paper on which every passer-by leaves a mark. Parents do not teach their children self-esteem. But they do shape it with positive and negative messages.

- Bad boy! Bad girl!
- You're so lazy!
- You'll never learn.
- What's wrong with you?
- Why can't you be more like..?
- It's your entire fault.

You are great!
You can do anything!
You're a fast learner!
Next time you'll do better.
I like you just the way you are.
I know you did your best.

Childhood and self-esteem

Parental discipline is one way of telling children that parents care about them and what they do. When someone cares about you, you tend to think more positively about yourself. The self- esteem formed in childhood lays the foundation of your attitudes toward work, your future success, your personal abilities, and the roles you play.

Media and self-esteem

The media play a strong part in how adolescents see themselves. The beautiful people featured on TV and movies lead adolescents to use these unrealistic images to measure their own attributes and lifestyles. It is easy to feel deficient in comparison. Instead of seeing who you really are, you see who you are not and continually reinforce that negative image with your own inner thoughts, often referred to as self-talk.

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Formative years of self-esteem

- The ages of twelve and eighteen are among the most crucial in developing and consolidating your feelings about yourself. During these years, you are moving away from the close bond between parent and child; and are attempting to establish ideals of independence and achievement
- You must also deal with physical changes; relationships with peer groups; an emerging, often confusing identity; and the loss of childhood and the assumption of some adult responsibilities.
- Is it any wonder that your self-esteem seemed to change not only day by day but also hour by hour?

Self-esteem and public image

- "First-rate people hire first-rate people. Second- rate people hire third-rate people." Individuals with secure self-esteem realize that in helping others succeed, they benefit themselves as well.
- Acceptance of others is a good indication that you accept yourself.
- "People take you at the value you put on yourself. If you believe in your own power, other people will believe you and treat you with the respect you've provided for yourself."

Hope and self-esteem

- Improving the person's physical image seemed to create an entirely new individual.
- In the legend, the king longs for an ideal wife. Because no mortal woman meets his expectations, he fashions a statue of his ideal woman out of ivory and eventually falls in love with his creation. His desire to make the statue his wife is so intense that his belief brings it to life.
- "When a doctor can instill some measure of hope, the healing process sometimes starts even before treatment begins."

Mentoring

Mentors are peopling who have been where you want to go in your career and who are willing to act as your guide and friend. They take you under your wings and show you how to get to the next step in your career. They act as sponsors, teachers, supervisors, and coaches.

Conclusions

- Self-esteem is just like a driver of a car or a captain of a ship. It can take you to a glorious destination or it can destroy any one's future. Self-esteem is a sum total of self-confidence and self-respect.
- Self-confidence is a product of gaining and using knowledge to do things. If you do most of the things successfully, you gain confidence and as a result, the self-worth of yours increases.

Activity: Thinking and learning about yourself

1. Can you recall two or three people from your childhood or adolescence who had a positive effect on your self-esteem? What did these people say or do? Were there any who had a negative effect on you? What did they say or do?
2. Identify at least two people who you feel exhibit the characteristics of people with high self-esteem. Explain what behaviors helped you identify them.

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Lesson 16

BUILDING SELF-CONFIDENCE

"Confidence gives you courage and extends your reach. It lets you take greater risks and achieve far more than you ever thought possible" (Capitalism Magazine, 2002).

Self Confidence:
Self-confidence is extremely important in almost every aspect of our lives, yet so many people struggle to find it. People who lack self-confidence can find it difficult to become successful. We have learnt that self-esteem is a sum-total of self-confidence and self-respect. Self-respect mostly depends upon self-confidence. Self-confidence is emphasized because of its importance in self-efficacy and performing well at job and in personal life. Many early careerists need to develop their self-confidence before they can be effective leaders.

The importance of self-confidence and self-efficacy:
Self-confidence is the ability and belief in our self to do those tasks that are given to us by our self or by other people in our family or from our employers. It is a kind of mental and physical force to do the job we are assigned to do.

For solving day-to-day problems, a moderate amount of self-confidence may be good enough but growing confidence through doing of things can lead to ever-increasing potential to do more and more; and thereby attaining successes throughout our life.
Self-confidence is also important because it leads to self-efficacy (the belief in one's capability to perform a task).

An experiment with unemployed people showed that self-efficacy can be boosted through training. A leader with high self-efficacy will usually believe that a task is doable.

Assessing self-confidence:
Self confidence can be assessed. Here is an instrument through which we can find out the level of self-confidence. Assessing the level of self-confidence we can boost up the level of confidence.

Indicate the extent to which you agree with each or the following statement.
Use a 1-5 scale: 1=disagree strongly; 2=disagree; 3=neutral; 4=agree; 5=agree strongly

Sr.	Dimension	DS	D	N	A	AS
1	I frequently say to people, "I am not sure".	5	4	3	2	1
2	I perform well in most situations in life.	1	2	3	4	5
3	I willingly offer advice to others.	1	2	3	4	5
4	Before making even a minor decision, I usually consult with several people.	5	4	3	2	1
5	I am generally willing to attempt new activities for which I have very little related skill or experience	1	2	3	4	5
6	Speaking in front of the class or other group is a frightening experience for me	5	4	3	2	1
7	I experience stress when people challenge me on the spot.	5	4	3	2	1
8	I feel comfortable attending a social event by myself.	1	2	3	4	5

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9	I am much more of a winner than loser.	1	2	3	4	5
10	I am cautious about making substantial change in my life.	5	4	3	2	1

Total score …….

Scoring and interpretation: Calculate your total score by adding the numbers ticked.
A tentative interpretation of the scoring is as follows:

45-50 Very high self-confidence with perhaps a tendency toward arrogance

38-44 A high, desirable level of self-confidence

30-37 Moderate or average self-confidence

10-29 Self-confidence needs strengthening

Source: DuBrin, Andrew J. 'Human Relations: Career and Personal Success', Pearson Prentice Hall, 2005, p412.

Developing self-confidence:
Self-confidence really can be learned and built on. And, whether you're working on your own self-confidence or building the confidence of people around you, it's well-worth the effort! All other things being equal, self-confidence is often the single ingredient that distinguishes a successful person from someone less successful.
Self-confidence is generally achieved by succeeding in a variety of situations. Specific methods of boosting self-confidence are given below.

Steps to build self-confidence:
These are certain steps which can be followed to build up self-confidence

A. Write down Personal Assets and Achievements:
Reflect on what's good about you to increase self-appreciation and therefore self-confidence. A written list of assets is particularly useful. An important supplement to listing your own assets is hearing the opinion of others on your good points.

List of personal attributes:
We must have an inventory of our personal attributes.

- Good listener
- Most people like me
- Good handwriting
- Good posture
- Inquisitive mind
- Good at solving problems
- Above-average Internet search skills
- Good sense of humor
- Patient with people who make mistakes
- Good looking
- Graduated tenth in a class of 50
- Achieved first place in local cricket tournament
- Daughter has an excellent career
- Good mechanical skills including automotive and computer repair
- Work well under pressure
- Good dancer
- Friendly with strangers
- Great physical health
- Good cook

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- Can laugh at my own mistakes
- Favorable personal appearance
- Respectful to your authorities
- Made award-winning suggestion that saved company a lot of money
- Scored winning goal in college hockey match
- Saved a child from drowning

B. Develop a Solid Knowledge Base:

A bedrock strategy for projecting self -confidence is to develop a base of knowledge that enables a person to provide sensible alternative solutions to problems.

C. Use positive self talk:

A basic method of building self-confidence is to engage in positive self-talk, saying positive things about oneself to oneself. First, state the incident that casts doubt about self-worth. Second, state what the incident does not mean, followed by third, what it does mean. Fourth, objectively account for the cause of the incident. Fifth, identify ways to prevent the incident from happening again. Sixth, use positive self-talk.

D. Avoid Negative Self-Talk:

Minimize negative statements about yourself in order to bolster self-confidence. Negative self-statements such as "I may be stupid but…" and "I know I'm usually wrong but…" detract from self-confidence.

E. Use Positive Visual Imagery:

Again, visualization is important for acquiring human relations skills. Positive visual imagery is picturing a positive outcome in one's mind. The technique is effective for gaining control of an upcoming, challenging situation.

F. Strive for Peak Performance:

Strive to do the best what you can. Peak performance is the mental state necessary for achieving maximum results from minimum effort.

a. Experiencing peak performance in various tasks over a long period of time would move a person toward self-actualization.

b. It involves extraordinary focus and concentration.

c. Peak performers have a mission in their work and personal lives.

d. Charles Garfield says that peak performers have a mission in their work and lives, and are therefore fully committed.

G. Bounce Back from Setbacks and Embarrassments:

An effective confidence builder is to convince yourself that you can conquer adversity such as setbacks and embarrassments, thus being resilient. Do not take setbacks personally.

H. Get Past the Emotional Turmoil:

The emotional impact of severe job adversity can rival the loss of a personal relationship, and creates stress. Accept the reality of your problem and do not take the setback personally. Get help from your

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support network.

I. Find a Creative Solution to Your Problem:

To search for creative solutions to the adversity problem, use the problem-solving and decision-making steps learnt in previous lectures.

Balanced Self-Confidence:

Neither being over-confident nor being under-confidence is good for people. There must be balance between the two extremes. Good self-confidence is about having the right amount of confidence, founded on your true abilities and skills. With the right amount of self-confidence, you will take informed risks and do not stretch yourself unnecessarily. On the other hand, if you are under-confident, you'll avoid taking risks and stretching yourself. In this way you will not make use of your potential fully. So, self-confidence is something based on realistic expectations on your skills and experience, for achieving your goals.

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Lesson 17

BECOMING A LEADER-1

Quotations

The truly successful person is essentially a dissenter and is always dissatisfied with the status quo. Everything is always impossible before it works. That is what entrepreneurs are all about—doing what people have told them is impossible.

Leadership and leader

Leadership plays significant role in managing and leading workers' behaviors and expectations. It is considered to be the job of a leader to give direction to the employees and getting the maximum output. Bass (1990), in the handbook of leadership broadly defines leadership in the following words as cited by Komin (1994),

…an interaction between two or more members of a group that often involves a structuring of the situation and the perceptions and expectations of the members. Leaders are agents of change, persons whose acts affect other people more than other people's acts affect them. Leadership occurs when one group member modifies the motivation or competence of others in the group.

Leadership is the process of bringing about positive changes and influencing others to achieve organizational goals. Change and influence are the key words. People tend to be influenced by a person of high—but not unreasonable—self-confidence. Leaders should be a good follower as well.

Assessing leadership role

Leadership abilities can be assessed and measured through the instrument given below. Indicate the extent to which you agree with each of the following statement.
Use a 1-5 scale: 1=disagree strongly; 2=disagree; 3=neutral; 4=agree; 5=agree strongly

Sr.	Dimension	DS	D	N	A	AS
1	It is enjoyable having people count on me for ideas and suggestions.	1	2	3	4	5
2	It would be accurate to say that I have inspired other people.	1	2	3	4	5
3	It is good practice to ask people provocative questions about their work.	1	2	3	4	5
4	It is easy for me to complement others.	1	2	3	4	5
5	I like to cheer up people even when my own spirits are down	1	2	3	4	5
6	What my team accomplishes is more important than my personal glory.	1	2	3	4	5
7	Many people imitate my ideas.	1	2	3	4	5
8	Building team spirit is important to me.	1	2	3	4	5
9	I would enjoy coaching other members of the team.	1	2	3	4	5
10	It is important to me to recognize others for their accomplishments.	1	2	3	4	5
11	I would enjoy entertaining visitors to my firm even if it interfered with my completing a report.	1	2	3	4	5
12	It would be fun for me to represent my team at gatherings outside my department.	1	2	3	4	5
13	The problems of my teammates are my problems too.	1	2	3	4	5

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14	Resolving conflict is an activity I enjoy.	1	2	3	4	5
15	I would cooperate with another unit in the organization even if I disagreed with the position taken by its members.	1	2	3	4	5
16	I am an idea generator on the job.	1	2	3	4	5
17	It is fun for me to bargain whenever I have the opportunity.	1	2	3	4	5
18	Team members listen to me when I speak.	1	2	3	4	5
19	People have asked to me to assume the leadership of activity several times in my life.	1	2	3	4	5
20	I have always been a convincing person.	1	2	3	4	5

Total score …….

Scoring and interpretation: Calculate your total score by adding the numbers ticked. A tentative interpretation of the scoring is as follows:

90-100 High readiness for the leadership role
60-89 Moderate readiness for the leadership role
40-59 Some uneasiness with the leadership role
<39 Low readiness for carrying out the leadership role

Source: DuBrin, Andrew J. 'Human Relations: Career and Personal Success', Pearson Prentice Hall, 2005.

Effective leadership:

Effective leadership at the top of organizations is necessary for prosperity and even survival. Yet leadership is also needed at lower levels.

A team leader is a person who facilitates and guides the efforts of a small group that is given some authority to govern itself.

An organization does not exist in a vacuum but is embedded in a societal/ cultural environment and the latter exerts its pervasive influence on the organizational actors- employees and managers alike- in terms of what they bring with them to the work place, like patterns of values, beliefs and social relationship behavioral patterns. (Komin, 1994).

Every organization has its culture and that culture expects roles of the employees /managers according to their culture.

Character Attributes of Leaders:

People must have these attributes to be a leader. If these attributes are not found in a person, he/she can be
a manager but not a leader.

1. Integrity
2. Honesty
3. Loyalty
4. Selflessness
5. Compassion
6. Competency
7. Respectfulness
8. Fairness
9. Responsibility
10. Decisiveness
11. Spiritual appreciation
12. Cooperativeness

Traits and Characteristics of Effective Leaders:

Effective leaders have the "right stuff," meaning that certain inner qualities contribute to leadership effectiveness in a wide variety of situations. Persons avoid taking responsibilities. It is difficult to make them learn the ability of taking responsibility. Technical skills can be taught but developing the

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characteristic of responsibility and how to lead others is difficult. Persons wait (Davis, 67: 302) indefinitely, for someone else to decide, rather than make decisions themselves.

Effectiveness means that the leader helps group members accomplish their objectives without neglecting satisfaction or morale. Achievement - motivated persons are the best source of competent leadership in an organization and those persons with more achievement motivation tend to rise the highest. (Davis, 67)

1. Emotional Intelligence:

A current conception of emotional intelligence is so broad that it encompasses many traits and behaviors related to leadership effectiveness, including **self-awareness, self-management, social awareness, and relationship management**.

Self-awareness, the ability to understand your own emotions, is the most essential of the four emotional intelligence competencies.

Relationship management deals with a variety of interpersonal skills.

Emotional intelligence can be developed through working on some of its components such as learning to control your temper, and developing empathy by listening to people carefully. Empathy means to put oneself in someone's shoes.

2. Trustworthiness:

Both leaders themselves and group members believe that being honest and sustaining trust, are important. Today's cliché is that leaders *walk the talk.*

Trust is a person's confidence in another individual's intentions and motives, and in the sincerity of that individual's words. Actions should not contradict words.

It takes a leader a long time to build trust, yet one brief incident of untrustworthy behaviour can destroy it.

3. Strong Work Motivation and High Energy:

Leadership positions are mentally and physically demanding. Strong motivation is also needed to accept the heavy responsibility that being a supervisor entails.

4. Cognitive Skills and Openness to Experience:

Leaders need to be mentally sharp. Problem-solving and intellectual skills are referred to collectively as **cognitive skills.** A cognitive skill of major importance is *knowledge of the business,* or technical competence. Closely related to cognitive skills is the personality characteristic of **openness to experience,** a positive orientation toward learning.

5. Assertiveness

Assertiveness is a widely recognized leadership trait. If you are self-confident, it is easier to be assertive with people. Assertiveness helps leaders perform many tasks and achieve goals.

F. Charisma:

An important quality for leaders at all levels is **charisma,** a type of **charm and magnetism that inspires others**. An effective leader usually needs some degree of this quality, although some effective leaders are not charismatic. Here we focus on three of the many characteristics of charismatic leaders.

a. Vision. Effective leaders create a visual image of where the organization, or unit, is headed. Effective leaders project ideas and images that excite people, and therefore inspire employees to do

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their best.

b. Passion, Enthusiasm, and Excitement. Because of their contagious excitement, charismatic leaders stimulate group members. Enthusiasm helps build good relationships with team members, and excitement is contagious. The leader can express enthusiasm verbally and nonverbally through gestures, nonsexual touching, and so forth.

c. Sense of Humor:
Humor is a component of charisma, and a contributor to leadership effectiveness. Humor helps leaders influence people by reducing tension, relieving boredom, and defusing anger. The most effective form of humor is tied to the situation rather than telling rehearsed jokes.

7. The Entrepreneurial Spirit:
A leader should have the ability to take initiatives and calculated risks. Corporate leaders as well as the self-employed can display an entrepreneurial spirit. For example, a team leader with an entrepreneurial spirit will search for new activities for the group.

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Lesson 18

BECOMING A LEADER-II

Difference between leadership and managerial ship:
It is appropriate to mention here the difference between leadership and managerial ship, though the terms are often used interchangeably. The distinction according to *Kanungo & Conger 1995* is based on two different criteria. The first criterion refers to the type of roles played by leaders and managers in organizations. The **manager** plays the role of caretaker or system stabilizer responsible for day-to-day routine maintenance, supervision and administration of the existing system of operation. **Leaders,** however, play the role of change agents responsible for effectively bringing about changes or transformations in the existing system and its members.

The second criterion for distinguishing leadership from managerial ship is based on the nature of influence on the organization and its members.

Theories of leadership:
Let us have a look at the three types of theories of the leadership. Although we are not directly concerned with first two types of theories, yet they are being presented for a brief introduction. The third type of theory is directly related to our course.

1. Big man theory:
This kind of theory is about the leaders who are called leaders by birth or born leaders. This type of leadership skill is not acquired through training. It is about the leaders who bring revolutionary changes at the mass level. Prophet Muhammad (PBUH) was a born leader. He brought a mass level of change in the society. Hitler and Churchill also belong to the category of born leaders.
2. Contingency theory:
In this category fall those individuals who become leaders out of circumstances. They are not born leaders. Sometimes situation arise and they become leader to fill the vacuum created by the circumstances. A recent example of this type of leadership is of the President Karzai.
3. Trait theory:
In this type of theory behavioral traits or characteristics are taught and learnt through training. This theory is related to the skill which can be learnt to achieve personal and organizational goals.

Behaviors and Skills of Effective Leaders:
The behaviors and skills of leaders contribute to productivity and morale in most situations. In addition to personal attributes, a leader has to do things that influence group members to achieve good performance. Managers in their supervisory and administrative roles use various rewards and sanctions to induce compliance in others. This manner of influencing others' behaviors is known as 'transactional influence'. Leaders on the other hand, use 'transformational influence' to bring about changes in others' attitudes, values and behavior. This is done essentially through effectively articulating future goals or visions and empowering others to work toward the achievement of these goals (Kanungo and Mendonca, 1994) . A manager has to perform various roles at one time. The role is the social position a person occupies in the social structure while interacting with other people. He has to understand the behaviors of the workers and organization as an entity.

We will discuss nine characteristics that make help great leaders.
1. Practice Strong Ethics:
Being trustworthy facilitates a leader practicing strong ethics, the study of moral obligation, or

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separating right from wrong. Workers are more likely to trust an ethical leader. Good ethics serve as a positive model for group members, thus strengthening the organization. Ethical leaders help group members avoid common ethical pitfalls such as lying, divulging confidential information, and covering up accidents. An effective leader practices the Golden Rule.

2. Direction Setting:
Given that leaders are supposed to bring about change, they must guide people in the right direction, including establishing a vision.

3. Develop Partnerships with People:
In a **partnership,** the leaders and group members are connected in such a way that the power between them is approximately balanced. A partnership involves an exchange of purpose, a right to say no for side, joint accountability, and absolute honesty.

4. Help Group Members Reach Goals and Achieve Satisfaction:
The leader smoothes out the path to goal attainment, and also looks out for the satisfaction of group members. Another way of helping group members achieve goals is to reduce frustrating barriers to work accomplishment.

5. Set High Expectations:
It can make people achieve a lot. Group members live up (or down) to the leader's expectations according to the **Pygmalion effect.** The manager's expectations become a self-fulfilling prophecy in part because when a leader expresses faith in group members, the members become more confident.

6. Give Frequent Feedback on Performance:
Feedback is informational and rewarding. Effective leaders inform employees how they can improve and praise them for things done right. Feedback is an informal kind of reward which encourages the employees or workers.

7. Manage a Crisis Effectively:
Crisis management, including managing adversity, is becoming the mode in organizations. Leaders should be capable of handling difficult situations courageously and effectively.

8. Ask the Right Questions:
Leaders can make a major contribution by asking the right questions. Although being knowledgeable about the group task is important, there are many times when asking group members **penetrating questions** is more important. This is **especially true because in today's complex** and rapidly changing business environment, the collective intelligence of group members is needed to solve problems.

9. Be a Servant Leader:
A humanitarian approach to leadership is to be a **servant leader,** one who serves group members by working on their behalf to achieve their goals, not his or her goals. Help others to achieve their goals.

Developing leadership potential:
It is about creating conditions under which all your followers can perform independently and effectively toward a common objective.
Servant leadership stems naturally from a commitment to service.

1. General education and specific training:
You should have general information and understanding about your field. You should have specific training of your job related activities so that you could lead and guide your team members.

2. Leadership development programs:
Leadership skills can be acquired by taking courses or programs on leadership.

3. Acquire broad experience:
A leader should have broader knowledge of the things in order to handle or run the affairs of the organization smoothly.

4. Modeling effective leaders:
You should have some models in your mind that you admire as good leaders. You should try to internalize the characteristics of those leaders.

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5. Self-development of leadership characteristics and behavior:
Study leadership characteristics and behavior, and target one or two for improvement through self-determination and self-monitoring of behavior.

6. Practice a little leadership:
Look for opportunities to exert a small amount of helpful leadership in contrast to waiting for opportunities to accomplish extraordinary deeds. Mentoring would be an example of practicing a little leadership.

7. Help your leader lead:
Leaders need assistance so they can do a good job, and providing this assistance provides some leadership experience.

8. Become an integrated human being:
The leader is first and foremost a fully functioning person. Leadership development is therefore the process of self-development. As a result, the process of becoming a leader is similar to the process of becoming an integrated human being.

Suggestions for becoming more charismatic leader

There are certain leadership attributes which are the inner or personal qualities of the leaders. These attributes include values, character, motives, habits, traits, motives, style, behaviors, and skills etc. Here we discuss some more characteristics to be a more charismatic leader.

1. Communicate a vision
2. Make frequent use of metaphors and analogies
3. Inspire trust and confidence
4. Be highly energetic and goal oriented
5. Be emotionally expressive and warm
6. Make ample use of true stories
7. Smile frequently
8. Be candid
9. Make everybody feel that he or she is important
10. Multiply the effectiveness of your handshake
11. Stand up straight and also use non-verbal signals of self-confidence
12. Be willing to take personal risks
13. Be self-promotional

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Lesson 19

GLOBALIZATION AND CROSS-CULTURAL DIFFERENCES

Quotations:
Diversity isn't a slogan—it's a reality when you're hiring people everywhere.
Robert M. Teeter (U.S. pollster and business executive)
Diversity raises the intelligence of groups.
Nancy Kline (U.S. author)

Globalization/ Cross-cultural variation:
Recent theorists conceive of globalization as linked to the growth of social and cultural interconnectedness across existing geographical and political boundaries. Globalization and cross-cultural diversity clearly opens up opportunities for development. It is not a new phenomenon. Globalization is introducing and instilling cross cultural values in people. Globalization refers to the spread of new forms of non–territorial social activity (Ruggie, 1993; Scholte, 2000). Human relations have become diverse due to the increasing personal and workplace complexities. Many people from overseas are working in various organizations in Pakistan who come from different cultures. Similarly many Pakistanis are working overseas who have their own values and norms. This type of diversity may be useful in learning new and more efficient ways of doing things. If the individuals are better trained in accepting the cultural diversities they will be more successful in their personal and organizational life.

Importance of cross-cultural differences:
The purpose of this lesson is to provide information that is useful for developing effective working relationships with people from cultures substantially different from your own. The cultural differences may exist within the same country or from different countries. Being able to work well with people from other cultures, both outside and inside your own country is important for personal and organizational success. Being able to relate to a culturally diverse customer base is also necessary for success.

Major dimensions of differences in cultural values:
Culture is a learned and shared system of knowledge, beliefs, values, attitudes, and norms. As such, culture includes an enormous amount of behavior. Diversity is increasing in day to day life of individuals and organizations due to globalization.

The factors of diversity:
Diversity involves a wide range of group and individual characteristics. One should be capable of accepting these kinds of diversities and working with people of diverse behaviors in personal life and work places. Here are some of the factors of diversity one should be familiar with.

. Race
. Sex or gender
. Religion
. Age (young, middle aged, and old)
. Generation differences, including attitudes
. Ethnicity (country of origin)
. Education
. Abilities
. Mental disabilities (including attention deficit disorder)
. Physical disabilities (including hearing status, visual status, able-bodies, wheelchair user)
. Values and motivation
. Marital status (married, single, cohabitating, widow, widower)

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. Family status (children, no children, two parent family, single parent, grandparent, opposite-sex, same-sex parents)
. Personality traits
. Functional background (area of specialization, such as marketing, manufacturing)
. Technology interest (high-tech, low-tech, technophobe)
. Weight status (average, obese, underweight, anorexic)
. Hair status (full head of hair, bald, wild hair, tame hair, long hair, short hair)
. Style of clothing and appearance (dress up, dress down, professional appearance, casual appearance, tattoos, body piercing including multiple earrings, nose rings, lip rings)
. Tobacco status (smoker versus non-smoker, chewer versus non-chewer)

Human relations self-assessment:

Cross-Cultural Skills and Attitudes:

Here is an interesting exercise to evaluate one's own cultural diversity acceptance behavior. Listed below are various skills and attitudes that various employers and cross-cultural experts think are important for relating effectively to co-workers in a culturally diverse environment. First answer them in Yes or No, and then find out where do you stand.

- I have spent some time in another country.
- At least one of my friends is deaf or blind or has some other handicap.
- Currency from other countries is as real as the currency from my own country.
- I can read in a language other than my own.
- I can speak in a language other than my own.
- I can write in a language other than my own.
- I can understand people speaking in a language other than my own.
- I use my second language regularly.
- My friends include people of races different than that of my own.
- My friends include people of different ages.
- I feel (or would feel) comfortable having a friends with a sexual orientation different from mine.
- My attitude is that although another culture may be very different from mine, that culture is equally good.
- I appreciate the art from other countries.
- I would accept (or would have already accepted) a work assignment of more than several months in another country.
- I have a passport.

Interpretation: If you answered in "Yes" or "Applies to Me Now" to 10 or more of the above questions, you most likely function well in a multicultural work environment.

If you answered "Not There Yet" to 10 or more of the above questions, you need to develop more cross-cultural awareness and skills to work effectively in a multicultural work environment. You will notice that being bilingual gives you at least five points on this quiz.

Major Dimensions of Cultural Differences:

Seven dimensions (or facets) of cultural values that help explain how cultures differ from each other are described here.

1. Individualism vs. collectivism:

Some cultures give more value and importance to personal interests and development rather than collective good. Individualistic people believe that their interests take priority.

Collectivistic people are more concerned with the organization or the work group than with themselves.

2. Acceptance of power and authority:

People from some cultures accept power distance at different organizational levels; in some other cultures people do not recognize a power hierarchy. There are cultures where people work as a team in an organization. In our culture there is hierarchy of power.

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3. Materialism vs. concern for others:
Some cultures emphasize assertiveness and the acquisition of money and material objects. At the other end of the continuum is concern for others, an emphasis on personal relations, and the common welfare.

4. Formality vs. informality:
A country that values formality attaches considerable importance to tradition, ceremony, social rules, and rank. In contrast, informality refers to a casual attitude toward these same aspects of culture. There are people who are more methodical than others. They give more importance to the rules and regulations. Different people have different way of doing things.

5. Urgent time orientation vs. casual time orientation:
People from countries with an urgent time orientation view time as a limited resource and tend to be impatient. People with a casual time orientation view time as an unlimited and unending resource and tend to be patient. One must have the ability to work with both types of people.

6. Work orientation vs. leisure orientation:
A major cultural difference is the number of hours per week and weeks per year people expect to invest in work versus leisure, or other non-work activities. Leisure seeking behavior is generally less productive.

7. High context vs. low-context cultures:
There are some cultures which are high context, and there are others which are low context. Chinese culture is high context culture. High-context cultures make more extensive use of body language. People in low-context cultures seldom take time in business dealings to build relationships and establish trust.

Another diversity is regarding being present oriented or future oriented. Those people who belong to present oriented culture believe in rewards in present, whereas future oriented people believe in future rewards.

Religious Values and Bicultural Identities:
In addition to these well-publicized dimensions of cultural values, many other cultural differences in the workplace require consideration. An important example is that differences in religious practices often affect when people are willing to work or not to work. Religious diversity can create problems as more companies move to 24/7 schedules.

Another complexity about understanding cultural differences is that many people have bicultural identities because they identify with both their primary culture and another culture. Further, according to this theory, people retain a local identity along with their global identity.

Applying Knowledge of Cultural Differences;
The key principle to recognizing cultural differences is to be alert to these differences, and to be sensitive to how they could affect your dealing with people. To improve interpersonal relationships on the job, recognize that a person's national values might influence his or her behavior. For example, emphasize nonverbal communication with a person from a high-context culture.

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Lesson 20

IMPROVING CROSS-CULTURAL COMPETENCE

Barriers to cross-cultural relations:
There are several factors that create problems in developing smooth cross-cultural relations, including communication problems. In this lesson we will focus on those barriers or handicaps which become hindrance in the way of developing better interpersonal cross-cultural relationships.

A. Perceptual Expectations
B. Ethnocentrism
C. Intergroup Rather than Interpersonal Relationships
D. Stereotypes in Intergroup Relations
E. Different Norms and Codes of Conduct
F. Unintentional Micro-Inequities (use of thumb for OK)

A. Perceptual Expectations:
Different people perceive differently the same phenomenon or concept. It is said that perceptions are more important than reality. Perception is the way of explaining things. We should realize the importance of acceptance of varied perceptions in improving cross cultural relations. It does not mean that we try to change the perceptions of others rather we should develop the skill of accepting their perceptions. Achieving good cross-cultural relations is hampered by people's predisposition to discriminate. They do so as a perceptual shortcut, much like stereotyping. Yet we have to overcome this form of discrimination to enhance cross-cultural relations.

B. Ethnocentrism:
It is quite natural that every individual perceive that his/her values, beliefs, culture, and norms are superior to that of others. This is called ethnocentrism. It is a key barrier to good cross-cultural relations. The assumption that the ways of one's culture are the *best* ways of doing things can be called ethnocentrism. Many cultures consider themselves to be at the centre of the world. One consequence of ethnocentrism is that people from one culture prefer people from cultures similar to themselves (with several key exceptions).

C. Intergroup Rather than Interpersonal Relationships:
Giving preference to intergroup relations over interpersonal relations is also a hindrance in good cross-cultural relations. In *intergroup* relations, we pay attention only to the group membership of the person. In *interpersonal* relations, we pay attention to a person's individual characteristics. We should remember that every individual is different from others. Therefore we should focus on characteristics of individuals in the group rather than a group as a whole.

D. Stereotypes in Intergroup Relations:
We should avoid preconceived ideas or notions about a particular group that work as a barrier in generating positive feelings about a group. As a result of stereotypes, people overestimate the probability that a given member of a group will have an attribute of his/her category. People tend to select information that fits the stereotype and reject inconsistent information.

E. Different Norms and Codes of Conduct:
We should learn to appreciate the diversity and learn to give acceptance to others' way of doing things. Various cultural groups have norms of their own, such as in some countries men walk ahead of women. Also, what is permissible conduct in one group may be frowned upon and even punished in another

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group? At times, we may make the mistake that others are similar to us and then become confused when they act differently than our expectations.

F. Unintentional Micro-Inequities:
A **micro-inequity** is a small semi -conscious message we send with a powerful impact on the receiver. Understanding micro-inequities can lead to changes in one-on-one relationships that may profoundly irritate others. For example, you may not have recognized that you were slighting a racial or ethnic group. For example, showing of thumb give different message in different cultures.

Strategies to improve cross-cultural relations:
Here we take a systematic look at approaches people can use on their own along with training programs designed to improve cross-cultural relations.

A. Develop Cultural Sensitivity
B. Focus on Individuals Rather than Groups
C. Respect all Workers and Cultures
D. Value Cultural Differences
E. Minimize Cultural Bloopers/embarrassments
F. Participate in Cultural Training
G. Foreign language training
H. Diversity training

A. Develop Cultural Sensitivity:
To relate well to someone from a foreign country, a person must be alert to possible cultural differences. **Cultural sensitivity** is an awareness of and a willingness to investigate the reasons why people of another culture act as they do. A person with cultural sensitivity will recognize certain nuances in customs that will help build better relationships from cultural backgrounds other than his or her own. Raise your antenna and observe carefully what others are doing.

B. Focus on Individuals Rather than Groups:
Get to know the individual rather than relying exclusively on an understanding of his/her cultural group. Instead of generalizing about the other person's characteristics and values, get to know his or her personal style.

C. Respect all Workers and Cultures:
An effective strategy for achieving cross-cultural understanding is to simply respect all others in the workplace, including their cultures. An important component of respect is to believe that although another person's culture is different than yours, it is equally good. Respect can translate into specific attitudes, such as respecting a co-worker for wearing an African costume to celebrate Kwanza. Also, respect the rights of majorities.

D. Value Cultural Differences:
Recognizing cultural differences is an excellent starting point in becoming a **multicultural worker,** one who can work effectively with people of different cultures.
If you place a high value on cultural differences, you will perceive people from other cultures to be different but equally good. You cannot motivate someone of another culture until that person first accepts you. A multilingual sales representative has the ability to explain the advantages of a product in another language. In contrast, a multicultural sales rep can motivate foreigners to make the purchase.

E. Minimize Cultural Bloopers/mistakes/embarrassments:
An effective way of being culturally sensitive is to minimize actions that are likely to offend people

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from another culture based on their values.
Cultural bloopers are most likely to take place when visiting another country, yet can also take place in one's own country.
E-commerce has created new opportunities for creating cultural bloopers. Bloopers must be avoided because being able to communicate your message directly in your customer's mother tongue provides a competitive advantage.

F. Participate in Cultural Training:
A method chosen frequently for preparing overseas workers is **cultural training,** a set of learning experiences designed to help employees understand the customs, traditions, and beliefs of another culture.

Many industries train employees in cross-cultural relations. An example is that cross-cultural training is taken seriously in the real-estate business.

1. A Cross-Cultural Training Program
A cross-cultural training is considered necessary for developing skill in the international workers. Some organizations train their employees to behave according to the culture in which they are sent for assignments.
2. Foreign Language Training
Learning a foreign language is often part of cultural training, yet can also be a separate activity. Knowledge of a second language is important because it builds better connections with people from other cultures than does relying on a translator. We can take here the example of a former coach of Pakistan cricket team, who started learning Urdu language to bridge the communication gap between the boys and the coach, as he was an Englishman.

G. Participate in Diversity Training:
One should be capable of working in diverse environment. Cultural training is mostly about understanding people from other cultures. **Diversity training** has a slightly different purpose. It attempts to bring about workplace harmony by teaching people how to get along with diverse work associates. Such training centers on increasing awareness of and empathy for people different in some noticeable way from oneself. A starting point in diversity training is to emphasize that everybody is different in some way, and that all these differences should be appreciated. To help training participants develop empathy, representatives of various groups explain their feelings related to workplace issues.

Overcoming cross-cultural communication barriers:
A key part of developing good cross-cultural relations is to overcome, or prevent, communication barriers stemming from cultural differences. Personal life, too, is often more culturally diverse today than previously. Avoiding cultural bloopers can help prevent communication barriers. Here are some more tips or suggestions.

More steps to improve Cultural Relations:
. Be alert to cultural differences in customs and behavior.
. Use straightforward language and speak slowly and clearly.
. When the situation is appropriate, speak in the language of the people from another culture. If you speak a few words in the language of others it will leave a good impression on him/her
. Observe cultural differences in manners/customs.
. Be sensitive to differences in nonverbal communication. (The American thumb and finger symbol for "OK" is particularly hazardous.)
. Do not be diverted by style, accent, grammar, or personal appearance.
. Listen for understanding, not for agreement or disagreement.

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. Be attentive to individual differences in appearance.

Cultural Mistakes to Avoid with Selected Cultural Groups:

Western Europe

Great Britain

- Asking personal questions. The British protect their privacy.
- Thinking that a business person from England is unenthusiastic when he or she says, "Not bad at all." English people understate positive emotion.
- Gossiping about royalty.

France

- Expecting to complete work during the French two-hour lunch.
- Attempting to conduct significant business during August-*les vacances* (vacation time)
- Greeting a French person for the first time and not using s title such as "sir" or "madam" (or monsieur, madame, or mademoiselle).

Italy

- Eating too much pasta, as it is not the main course.
- Handing out business cards freely. Italian use them infrequently.

Spain

- Expecting punctuality. Your appointments will usually arrive 20 to 30 minutes late.
- Make the American sign for "okay" with your thumb and forefinger. In Spain (and many other countries) this is vulgar.

Scandinavia

(Denmark, Sweden, Norway)

- Being overly rank conscious in these countries.
- Scandinavians pay relatively little attention to a person's place in hierarchy.
- Introducing conflict among Swedish work associates. Swedes go out of their way to avoid conflict.

Asia

All Asian countries

- Pressuring an Asian job applicant or employee to brag about his or her accomplishments, Asians feel self-conscious when boasting about individual accomplishments and prefer to let the records speak for it. In addition, they prefer to talk about group rather than individual accomplishments.

Japan

- Shaking hands or hugging Japanese (as well as other Asians) in public. Japanese consider the practices to be offensive.
- Not interpreting "We'll consider it" as a no when spoken by a Japanese businessperson. Japanese negotiators mean no when they say, "We'll consider it."
- Not giving small gifts to Japanese when conducting business. Japanese are offended by not receiving these gifts.
- Giving your business to a Japanese businessperson more than once. Japanese prefer to give and receive business cards only once.

China

- Using black boarders on stationary and business cards because black is associated with death.

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- Giving small gifts to Chinese when conducting business. Chinese are offended by these gifts.
- Making cold calls on Chinese business executives. An appropriate introduction is required for a first time meeting with a Chinese official.

Korea

- Saying no. Koreans feel it is important to have visitors leave with good feelings.

India

- Telling Indians you prefer not to eat with your hands. If the Indians are not using cutlery when eating, they expect you to do likewise.

Mexico and Latin America

Mexico

- Flying into a Mexican city in the morning and expecting to close the deal by lunch. Mexicans build business relationships slowly.

Brazil

- Attempting to impress Brazilians by speaking a few words of Spanish. Portuguese is the official language of Brazil.

Most Latin American countries

- Wearing elegant and expensive jewellery during a business meeting Most Latin Americans think people should appear more conservative during a business meeting.

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Lesson 21

BUILDING GOOD RELATIONS WITH MANAGERS

Skill building approach

This topic presents a variety of **strategies and tactics** aimed at building **constructive relationships** with your manager. Developing effective relationships with work associates is regarded by many as having good **political skills,** an interpersonal style that combines awareness of others with the ability to communicate well.

Developing a good relationship with your manager or team leader

Getting along well with your manager is the most basic strategy for advancement. It must be kept in mind that every organization has its culture. Employees have to adapt themselves according to the culture of the organization. The approaches are grouped into two categories:

1. Creating a favorable impression on your manager or team leader
2. Coping with an intolerable manager

1. Impressing your manager

A. Achieve Good Job Performance
B. Display a Strong Work Ethic
C. Demonstrate Good Emotional Intelligence
D. Be Dependable and Honest
E. Be a Good Organizational Citizen
F. Create a Strong Presence
G. Find out What Your Manager Expects of You
H. Minimize Complaints
I. Avoid Bypassing Your Manager
J. Use Discretion in Socializing With Your Manager
K. Engage in Favorable Interaction with Your Manager

A. Achieve Good Job Performance

Good job performance remains the most effective strategy for impressing your manager or team leader. An advanced way of displaying good job performance is to assist your manager with a difficult problem he or she faces. Employees should support their managers when they attempt to introduce the technological change instead of showing resistance.

B. Display a Strong Work Ethic

A major factor contributing to good job performance is a strong work ethic, a firm belief in the dignity and value of work. Having a strong work ethic is also important for favorably impressing a manager.
Six suggestions for demonstrating a strong work ethic are:

1. Work hard and enjoy the task.
2. Demonstrate competence even on minor tasks.
3. Assume personal responsibility for problems.
4. Assume responsibility for free-floating problems.
5. Get your projects completed promptly.
6. Accept undesirable assignments willingly.

C. Demonstrate Good Emotional Intelligence

A worker who deals effectively with the emotional responses of co-workers and customers is

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impressive because feelings and emotions are a big challenge on the job.
Demonstrating good emotional intelligence is also impressive because it contributes to performing well in the difficult area of dealing with feelings.

D. Be Dependable and Honest

Dependability is a critical employee virtue. If an employee can be counted on to deliver as promised and to be at work regularly, that employee has gone a long way toward impressing the boss.

E. Be a Good Organizational Citizen

An especially meritorious approach to impressing key people is to demonstrate organizational **citizenship behavior,** the willingness to work for the good of the organization even without the promise of a specific reward. The good organizational citizen goes "above and beyond the call of duty." An effective way of being a good organization citizen is to step outside your job description. If people only do work included in their job description, a mentality of "It's not my job" pervades.

An impressive way of stepping outside your job description is to anticipate problems even when the manager had not planned to work on them. Anticipating problems reflects an entrepreneurial, take-charge attitude.

F. Create a Strong Presence

A comprehensive approach to impressing your manager or team leader and other key people is to create a strong presence, or keep yourself in the forefront. Get involved in high visibility projects such as launching a new product. Joining a team is effective as is getting involved in community activities of interest to top management. Also, take on tasks your manager dislikes.

G. Find out What Your Manager Expects of You

You have little chance of doing a good job and impressing your manager unless you know what you are trying to accomplish. Work goals and performance standards represent the most direct way of learning your manager's expectations. A **performance standard** is a statement of what constitutes acceptable performance. These standards can sometimes be inferred from a job description.

H. Minimize Complaints

It is unwise to continually complain about various aspects of the work environment. Aside from being perceived as a pest, listening to complaints takes up considerable management time. A better tactic than frequent complaining is to make constructive suggestions to improve substandard situations.

I. Avoid Bypassing Your Manager

A good way to embarrass and sometimes infuriate your manager is to repeatedly go to his or her superior with your problems, conflict, and complaints. The bypass suggests that you don't think your boss has enough power to take care of the problem, and that you distrust his or her judgment. Bypassing your manager is looked upon so negatively that most experienced managers will not listen to your problem unless you have already discussed it with your immediate superior.

J. Use Discretion in Socializing With Your Manager

Advocates of socializing with the boss contend that off-the-job friendships lead to more natural work relationships. However, socializing with the boss can lead to **role confusion,** or being uncertain about what role you are carrying out.

K. Engage in Favorable Interaction with Your Manager

A study of interactions between bank employees and their supervisors showed that trying to create a positive impression on the superior led to better performance ratings.

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2. Coping with a problem manager

A problem manager is the one who, gets angry easily, intimidate, ignore the requests or is overly committed. Difficult people create obstacles to getting the job done. Employees experience unnecessary stress or are limited in completing tasks because of a problem manager. Dealing with Difficult People gives employees strategies and tactics for dealing with and even positively confronting difficult people about their behaviors to make suggestions for working together better.

A challenge to ambitious people is to cope with a difficult manager, yet remain well regarded by that person. Suggestions follow:

A. Re-evaluate Your Manager

Some problem bosses are not really a problem. Instead, they have been misperceived by one or more group members. You and your boss may simply have a difference in roles, goals, or values.

B. Confront Your Manager about the Problem

A general-purpose way of dealing with a problem manager is to apply confrontation and problem solving techniques. Use considerable tact and sensitivity because your manager or team leader has more formal authority than you. Gently ask for an explanation of the problem. Confrontation can also be helpful in dealing with the problem of **micromanagement,** the close monitoring of most aspects of group member activities by the manager.

C. Learn from Your Manager's Mistakes

Even a bad boss contributes to our development—he or she serves as a model of what not to do as a boss. Also, should your manager be fired, analyze that situation to avoid the mistakes he or she made.

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Lesson 22

BUILDING GOOD RELATIONS WITH CO-WORKERS

Quotations

People will perform their potential only when they know almost everyone around them. **Ricardo Semler** (Brazilian business executive)

The only irreplaceable capital an organization possesses is the knowledge and ability of its people. The productivity of that capital depends on how effectively people share their competence with those who can use it.

Andrew Carnegie (1835 - 1919) Scottish-born U.S. industrialist and philanthropist.

Building Good Relations with Co-workers

In this lesson we will learn the importance of healthy relationships with the co-workers and colleagues. We shall learn the techniques of building good, productive and congenial relationships. Developing good synergetic relationships for personal and organizational success will be focused here. If we are unable to work cooperatively with others, it will be difficult to hold on to our job. We need their cooperation and they need ours.

A. Develop Allies through Being Civil

Be polite, be kind, be candid and sincere with your co-workers. People who are courteous, kind, cooperative, and cheerful develop allies and friends in the workplace. Being civil helps make you stand out because many people believe that crude, rude, and obnoxious behavior has become a national problem. Closely related to being civil is to maintain a positive outlook.

B. Make Co-workers feel important

Another thing that plays an important role in bringing people closer is to make them feel important. Giving importance by acknowledging their work helps building good relations. Therefore acknowledge accomplishments and good things of others.

Let us try to measure whether we have the skill to make people feel important through a quiz.

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Human Relations– MGMT611 VU

HUMAN RELATIONS SELF-ASSESSMENT

How Important Do I Make People Feel?

Indicate on a one-to-five scale how frequently you act (or would act if the situation presented itself) in the ways indicated below: very frequently (VI), frequently (I), sometimes (S), frequently (F), very frequently (VF). Circle the number underneath the column that best fits your answer.

		VI	I	S	F	VF
1.	I do my best to correctly pronounce a co-workers name.	1	2	3	4	5
2.	I avoid letting other peoples ego get hurt..	5	4	3	2	1
3.	I brag to others about the accomplishments of my co-workers.	1	2	3	4	5
4.	I recognize the birthdays of friends in a tangible way.	1	2	3	4	5
5.	It makes me anxious to listen to others brag about their accomplishments.	5	4	3	2	1
6.	After hearing that a friend has done something outstanding, I shake his or her hand.	1	2	3	4	5
7.	If a friend or co-worker recently received a degree or certificate, I would offer my congratulations.	1	2	3	4	5
8.	If a friend or co-worker finished second in a contest, I would inquire why he or she did not finish first.	5	4	3	2	1
9.	If a coworker showed me how to do something, I would compliment that person's skill.	1	2	3	4	5
10.	When a co-worker starts bragging about a family member's accomplishment, I do not respond.	5	4	3	2	1

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Scoring and Interpretation: Total the numbers corresponding to your answers. Scoring 40 to 50 points suggest that you typically make people feel important; 16 to 39 points suggest that you have a moderate tendency towards making others feel important; 10 to 15 points suggest that you need to develop skill in making others feel important.

Source: DuBrin, Andrew J. 'Human Relations: Career and Personal Success', Pearson Prentice Hall, 2005.

C. Maintain Honest and Open Relationships

Honest and trustworthy relationship may be very helpful for building good relationships. Giving co-workers frank, but tactful, answers to their requests for your opinion is one useful way of developing open relationships. Accurately expressing your feelings also leads to constructive relationships.

D. Be a Team Player

When you are working with people then show team spirit. An essential strategy for cultivating peers is to function as a team player by such means as:

1. Share credit with co-workers.

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2. Display a helpful, cooperative attitude.
3. To establish trust, keep confidential information private and give honest opinions.
4. Share information and opinions with co-workers.
5. Provide emotional support to co-workers.
6. Follow the golden rule (It means try to treat others the way you like to be treated by others)
7. Avoid actions that could sabotage or undermine the group in any way.
8. Attend company-sponsored social events.
9. Share the glory.

E. Avoid backstabbing

A special category of disliked behavior is **backstabbing,** an attempt to discredit another person by underhanded means such as innuendo, accusation, or the like.

F. Follow Groups Standards of Conduct

To be a good co-worker, one has to adhere to **group norms,** the unwritten set of expectations for group members—what people ought to do. Yet conforming too closely to group norms leads to a loss of individuality. Norms are a major part of the **organizational culture,** or values and beliefs of the firm that guide people's actions.

Group norms also influence the social aspects of behavior on the job.

G. Express an Interest in the Work and Personal Life of Others

Almost everyone is self-cantered to some extent. Expressing an interest in the work and personal lives of others can therefore help build good co-worker relationships.

H. Use Appropriate Compliments

Compliments should be genuine; they should not be taken as flattery. Compliments can be a very good relationship builder but they should be appropriate to the good deed. A compliment is a form of **positive reinforcement,** rewarding somebody for doing something right. Appropriate compliments will be perceived as sincere. Exaggerated compliments will be perceived as insincere. Another good method of cultivating co-workers is to give them recognition for their accomplishments.

I. Deal Effectively with Difficult People

The people whose behavior is offensive or whose tactics are unethical or obtrusive, undermine the relationships and the motivation of the people for work and achieve their goals. A major challenge in getting along well with co-workers is to deal constructively with difficult people. A co-worker is classified as difficult if he or she is uncooperative, touchy, defensive, or very unfriendly. The following tactics are designed to deal with difficult people:

1. Take Problems Professionally, Not Personally

A key principle in dealing with a variety of personalities is to take what they do professionally, not personally. To a difficult person, you might just represent a stepping-stone to getting what they want.

2. Give Ample Feedback

The primary technique for dealing with counterproductive behavior is to give feed back to the difficult person how his/her behavior affects you.

3. Listen and Respond

Give the difficult person ample opportunity to express his/her concerns, doubts, anger, or other feelings. Then acknowledge your awareness of the person's position.

4. Use Tact and Diplomacy in Dealing with Annoying Behavior

Tactful actions on your part can sometimes take care of annoyances without having to confront the problem. An example would be closing the door to deal with noisy co-workers.

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5. Use Humor

Non-hostile humor can often be used to help a difficult person understand how his or her behavior is blocking others. Also, the humor will help defuse conflict between you and that person.

6. Avoid Creating a Dependency on You

A trap to avoid with many difficult people, and especially the high-maintenance person, is to let him/her become too dependent on you for solutions to problems.

7. Reinforce Civil Behavior and Good Moods.

When a generally difficult person is behaving acceptably, recognize the behavior in some way. Reinforcing statements would include, "its fun working with you today."

8. Face Maturely the Challenge of the Office Relationships

Strive to keep the personal relationships confidential and restricted to after hours. Use good judgment and be discreet.

References:

Dubrin, A.J. (2005). Human Relations: Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 23

BUILDING GOOD RELATIONS WITH CUSTOMERS

Quotations

There is only one boss: the customer. And he can fire everybody in the company, from the chairman on down, simply by spending his money somewhere else.

Sam Walton (1918 - 1992) U.S. retail executive.

We should never be allowed to forget that it is the customer who, in the end, determines how many people are employed and what sort of wage companies can afford to pay.

Alfred Robens (1910 - 1999) British labor leader and industrialist.

This lecture is the continuation of the two previous lectures. This is related to the good relationships with the customers. We will try to understand the importance of the relationship of the seller with the buyer. Dealing with the customers is a difficult and tedious thing because you do not have the knowledge about customers' needs likes/dislikes etc. The occupational and professional skill is extremely important for the business.

In order to understand the importance of good relations we take here a research example.

Reasons for Non-return of Customers

American Research

- Indifferent attitude of an employee 68 percent
- Product dissatisfaction 14 percent
- Competition 09 percent
- Buying from a friend's establishment 05 percent
- Moved away 03 percent
- Died 01 percent

Customers discontinue patronizing a retail or service business for a variety of reasons. Experience indicates that 68 percent of the customers do not return because of the indifferent attitude of an employee, 14 percent because of product dissatisfaction, 9 percent because of competitive reasons, 5 percent shop at a friend's establishment, 3 percent move away and 1 percent die.

(It is an American Research and does not really fit to our environment. But it has a strong and good message for specific employers and employees).

Poor treatment at the hands of an employee can be instrumental in the loss of a customer. Good treatment does not ensure that the customer returns, but it will go a long way in creating favorable inclination to do so.

Important points for building good relations

Here we discuss some of the important points that a salesperson should keep in mind.

1. Salesperson Represents the Business

If salespersons' behavior is good the other weaknesses of the product can be overcome.

2. Merchandise Knowledge

Salespeople should have the knowledge about the product or service they are providing. They must be aware of the competitive edge of their product.

3. How to Study the Customer

Pay attention to the behavior, dressing and style of the customer. This is how you can understand the

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need and requirement of the intended buyer.

4. Approaching the Customer

Approach the customer politely, with a positive and caring attitude.

5. Greeting the Customer

Greeting the customers plays an important role in developing good rapport.

6. Show and Tell

Show the customer what he/she is looking for.

7. Features vs. Benefits

Try to demonstrate the benefits of the product instead of its features. Those benefits should be demonstrated according to the needs of the customer.

8. Sales Resistance

Customers often resist buying; salesperson should be capable of removing resistance.

9. Excuses vs. Objections

Buyers should be satisfied through communication. When they find excuses and objections regarding products; an intelligent salesperson will try to remove the objections.

10. Suggestive Selling

Some time the good behavior of the salesperson suggests the customer to buy such things in which he/she was initially not interested.

11. Closing the Sale

In the end the customer should feel satisfied with the product he/she bought. If the customer was satisfied he/she will return to the seller again.

12. Customer Service

Customer should be provided with good service. After sale service is also very important.

13. Poor cooperation can often be traced to improper communication.

Salesperson should try to create goodwill through proper communication.

14. Employees will be as good or as bad as employers allow them to.

Employees are the representatives of the employers. Their attitude and behavior should be polite and caring with the employees.

Building good relationships with customers

Success on the job also requires good relationships with both external and internal customers. An employee whose thoughts and actions are geared toward helping customers has a **customer service orientation.** Good service is the primary factor that keeps customers coming back. Profits jump considerably as the customer is retained over time. Suggestions for achieving high-level customer service are as follows:

1. Establish customer satisfaction goals.
2. Understand your customer's needs and place them first.
3. Show care and concern.
4. Communicate a positive attitude.
5. Make the buyer feel good.
6. Display strong business ethics.
7. Be helpful rather than defensive when a customer complains.
8. Invite the customer back.
9. Avoid rudeness.

In short, good customer service stems naturally from practicing good human relations.

References:

Dubrin, A.J. (2005). Human Relations: Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 24

CHOOSING A CAREER-1

Quotations:

The best careers advice to give to the young is "Find out what you like doing best and get someone to pay you for doing it."
Katharine Whitehorn (1926 -) British journalist and writer.
The highest offer in money terms only makes sense in the context of an overall career plan. Godfrey Golzen (1930 -) British business writer.

Career depends upon human relations. We should do what we like doing. Though it is not always possible to find a job of our choice, yet if there is compatibility between our career and our interest then we will be personally and professionally successful. For example if we enjoy travelling, we can perform field jobs well.

Ten Myths about Choosing a Career

There are certain myths attached to the choice of career. We must know these are not always real.

1. Choosing a career is simple
2. A career counselor can tell me what occupation to pick
3. I can't make a living from my hobby
4. I should choose a career from a list of popular careers
5. Making a lot of money will make me happy
6. Once I choose a career, I'll be stuck in it forever
7. If I change careers my skills will go to waste
8. If a best friend (or sister, uncle, or neighbor) is happy in a particular field, I will be too
9. All I have to do is pick an occupation... Things will fall into place after that
10. There's very little I can do to learn about an occupation without actually working in it

Knowing Oneself

The most important thing while planning a career is the knowledge of our strengths and weaknesses. These assessments may be helpful in knowing about ourselves.

The Self-Knowledge Questionnaire

Directions: Complete the following questionnaire for your personal use. You might wish to create a computer file for this document. Enabling you to readily edit and update your answers. The answers to these questions will serve as a source document for such purposes as self-understanding, career planning, and resume preparation.

I. Education

1. How far have I gone in school?
2. What is my major field of interest?
3. Which are, or have been, my best subjects?
4. Which are, or have been, my poorest subjects?
5. Which extracurricular activities have I participated in?

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6. Which ones did I enjoy? Why?

II. Work and career

1. What jobs have I held since 16?
2. What aspects of these jobs did I enjoy? Why?
3. What aspects of this job did I dislike? Why?
4. What have been my three biggest accomplishments?
5. What compliments did I receive from managers, coworkers, or customers?
6. What criticism or suggestions did I receive?
7. What would be an ideal job for me? (Give the job title and major responsibilities)

I. Attitudes toward people

1. What kind of people do I get along with best?
2. What kind of people do I get along with the least?
3. How much time do I prefer to be in contact with people verses working alone?
4. What are my arguments with people mostly about?
5. What characteristics of a boss would be best for me?

II. Attitude toward and Perceptions about Myself

1. What are my strengths and good points?
2. What are my areas for improvement or developmental opportunities?
3. What is the biggest challenge facing me?
4. What aspects of my life do I enjoy the most?
5. What aspect of my life do I enjoy the least
6. What are my key values (the things most important to me)?
7. What do I do to defeat my own purposes?

Source: DuBrin, Andrew J. 'Human Relations: career and personal successes, Pearson Prentice Hall, 2005, p412.

I. How People Outside of Work See Me

1. What is the best compliment a loved one has paid me?
2. In what ways would any of my loved ones want me to change?
3. What do my friends like the most about me?
4. What do my friends like the least about me?

II. Hobbies, Interests, and Sports

1. What hobbies, interests, sports, or other pastimes do I pursue?
2. Which of these do I really get excited about and why?

VII. My future

1. What are my plans for further education and training?
2. What positions would I like to hold or what type of work would I like to perform in the future?
3. What type of work would I like to be doing at the peak of my career?
4. What hobbies, interests, or sports would I like to pursue in the future?

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5. What goals and plans do I have relating to friends, family, and marriage or partnership?

Source: DuBrin, Andrew J. 'Human Relations: Career and Personal Success', Pearson Prentice Hall, 2005.

References:

Dubrin, A.J. (2005). Human Relations: Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 25

CHOOSING A CAREER-II

A career is a series of related job experiences that fit into a meaningful pattern. A general strategy for making a sound career choice is to understand first the inner you, including what you have to offer, and then match that information with information in the outside world.

The Self-Esteem Checklist

Indicate whether each of the following statements is Mostly True or Mostly False as it applies to you.

	Mostly True	Mostly False
1. I am excited about starting each day.		
1. Most of any progress I have made in my work or school can be attributed to luck.		
2. I often ask myself, "Why can't I be more successful?"		
3. When my manager or team leader gives me a challenging assignment, I usually drive in with confidence.		
4. I believe that I am working up to my potential.		
5. I am able to set limits to what I will do for others without feeling anxious.		
7. I regularly make excuses for my mistakes.		
8. Negative feedback crushes me.		
9. I care very much how much money other people make, especially when they are working in my field.		
10. I feel like a failure when I do not achieve my goals.		
11. Hard work gives me an emotional lift.		
12. When others compliment me, I doubt their sincerity.		
13. Complimenting others makes me feel uncomfortable.		
14. I find it comfortable to say, "I'm sorry."		
15. It is difficult for me to face up to my mistakes.		
16. My co-workers think I am not worthy of promotion.		
17. People who want to become my friend usually do not have much to offer.		
18. If my manager praised me I would have a difficult time believing it was deserved.		
19. I'm just an ordinary person.		
20. Having to face change really disturbs me.		

Scoring and Interpretation: The answers in the high self-esteem direction are as follows.

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1. Mostly True	8. Mostly False	15. Mostly False
2. Mostly False	9. Mostly False	16. Mostly False
3. Mostly False	10. Mostly False	17. Mostly False
4. Mostly True	11. Mostly True	18. Mostly False
5. Mostly True	12. Mostly False	19. Mostly False
6. Mostly True	13. Mostly False	20. Mostly False
7. Mostly False	14. Mostly True	

17-20 You have very high self-esteem. Yet if your score is 20, it could be that you are denying any self-doubts.

11-16 Yourself esteem is in the average range. It would probably be worthwhile for you to implement strategies to boost your self-esteem (described in this chapter) so that you can develop a greater feeling of well-being.

0-1 Your self-esteem needs bolstering. Talk over your feelings about yourself with a trusted friend or with a mental health professional. At the same time attempt to implement several of the tactics for boosting self-esteem has been described in this chapter.

Source: DuBrin, Andrew J. 'Human Relations: Career and Cersonal Success', Pearson Prentice Hall, 2005.

Ten steps for choosing a career

We can identify a career following these ten steps which is more compatible with our interest

1. Begin with your values
2. Identify your skills and talents
3. Identify your preferences
4. Experiment
5. Become broadly literate
6. In your first job, opt for experience first and money second
7. Aim for a job in which you can be committed
8. Build your life style around your income, not your expectations
9. Invest five percent of your income, energy, and money into furthering your career
10. Be willing to change and adapt

Data, people, things, or ideas

Knowing your preferences for working with **data, people, things, or ideas** can help you find a career that matches those preferences. Most managerial, professional, and technical jobs provide some opportunity for working with data, people, and things.

Job satisfaction is likely to increase when the individual engages in work that fits his or her interest in the four factors. (*Ideas* is somewhat restricted because it involves high-level innovation.)

Choosing a career and developing a portfolio Career

This lesson describes the process of finding a first career, developing a portfolio career, and career switching. (A portfolio career refers to making money in several different ways at the same time.)

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Portfolio career and career switching

It is becoming increasingly common for people to either switch the emphasis in their work or switch careers entirely. People modify their careers for a variety of reasons, all centering around the idea that something is missing in their present one. Here we look at two different approaches to changing direction in a career.

A. Developing a Portfolio Career

Many people would like to change careers yet not be confined to focusing on one major type of job activity. To accomplish this, a growing number of people develop a **portfolio career,** in which they use a variety of skills and earn money in several different ways.

A portfolio career also helps deal with the trend toward part-time positions. A portfolio career also spreads the risk of unemployment by earning money in several ways.

An important part of developing a portfolio career is to keep your occupational skills current while not in active use.

B. Career Switching

Many people switch careers to find work that fits their major values in life. It is important to *be thorough* when contemplating a career switch. A new career should be *built gradually,* such as phasing into the new type of work. An increasingly popular path for the career switcher is to *move from salaried employment to self-employment.*

Finding about occupations

A fundamental rule of career planning is to gather relevant occupational facts. Few people have valid information about careers they wish to pursue.

A. Printed and Web-Based Information
B. Computer-Assisted Career Guidance
C. Speaking to People
D. Firsthand Experience
E. Choosing a Growth Occupation

Strategy to choose a career

A. The Importance of Skills in Choosing a Career

Knowing which skills and abilities you possess and enjoy performing can be the basis for a successful career. A skill is a learned, specific ability such as writing a report or negotiating well. Skill identification is also important for job finding. Your best skill represents your core competency, or whatever you do best.

As these skills are developed, they may become a person's core competency.

B. Getting Help from a Career Counselor

A career counselor provides a professional approach to finding a first career or career switching. A counselor usually relies on a wide variety of tests plus an interview to assist a person, make a sound career choice.

Suggestions for career Preparation

To prepare for a career is to be ready to meet the challenges that lie ahead in whatever career the person chooses. Nine useful suggestions follow:

1. Be flexible about exploring different fields.
2 Develop interpersonal skills.
3. Think globally, such as studying another language and culture.
4. Develop your information technology skills.

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5. Get an edge (employers can still be choosy).
6. Keep learning after you have chosen a field.
7. Be less concerned about promotions; it is what you know and how you apply it that really counts.
8. Strive for high-quality work. "Do it right the first time."
9. Recognize that several different concepts of a career are possible. (The same career model, such as climbing the ladder, does not fit everyone, everywhere.)

References:

Dubrin, A.J. (2005). Human Relations: Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 26

FINDING A JOB

Conducting a job search

Human relations course is designed for personal satisfaction and for organizational success we work in. This lesson examines the mechanics and some of the underlying psychology of conducting a job search. Although most students know something about conducting a job campaign, a systematic look at the topic will also be in their best interest. With careful planning and preparation, a job search is likely to be successful.

- Job search is a systematic way of finding a job that suits your circumstances and interests.
- Effort (No qismat, qismat is to explain the past, not the future)
- Match between nature of job and qualifications is important
- Match between employee and employer is important
- Person-organization fit

Targeting your job search

It pays to begin the job search with a flexible attitude toward the type of job sought. Knowing what type of organization is suited to one's needs and preference is another part of the job search. You are much more likely to be successful in your new job and your career when you find a good person-organization fit, the compatibility of the individual and the organization (Do you fit the culture?).

Questioning people who work for different employers can provide useful information about types of organizations. Conducting an Internet search about the employer has become standard practice. Yet not every job candidate can afford to be as selective about as prospective employer.

Targeting job search

There are certain points which we should keep in mind while looking for a job.

a. Would I feel more comfortable working in an office with hundreds of other people? Or would I prefer just a handful of co-workers?
b. Would I prefer working in a place where people went out of their way to dress in a stylish manner? Or would I prefer an informal place where not so much emphasis was placed on appearance?
c. Would I prefer to work in a small town or in a busy metropolitan area?
d. How important is access to stores and restaurants?
e. Would it be best for me to work where I could rely on public transportation
f. Would I really prefer an easygoing atmosphere or a highly competitive environment?
g. How important are the social aspects of work to me?

Networking (Contacts and Referrals)

The most effective job-finding method is through personal contacts or networking. Networking helps the job seeker capitalize upon the insider system. Carrying business cards facilitates networking. Job seekers should keep their requests for assistance brief and pointed.

Facets of personal network

. Friends and people you meet while travelling
. Parents and other family members
. Parents of friends
. Friends of parents
. Work associates

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. Faculty and staff
. Former or present employer
. Friends from sports/extracurricular activities
. Religious or community groups
. Trade and professional bodies

Job-finding methods
Two cornerstone principles of conducting a job campaign are to use several different methods and to keep trying. Most job-finding techniques are inefficient because so many attempts must be made, yet effective because they ultimately work. Surprising recent information is that classified ads are still a major source of job for candidates and employees.

The Internet and Résumé Database Services
The Internet is now a standard part of job hunting, with dozens of job-hunting sites available. Job boards related to specific industries have grown in popularity. Company Websites are strongly recommended for job hunting. Job seekers should remember that the Internet is but one method of conducting a job search. A major challenge of job hunting through the Internet is to find a way to speak to a company representative about your application. Speaking to a telephone operator will sometimes provide a lead to a contact person.

Unsolicited Letter or e-mail Campaign
A standard job-finding method is the **unsolicited letter or e-mail campaign,** or writing directly to a company one would like to work for. You compose a master list of firms for whom you would like to work, using the most relevant categories such as industry and location. Address the letter to a specific individual, and include a cover letter and résumé.

Tele search
The **Tele search** involves making unsolicited phone calls to prospective employers. The job seeker prepares a list of names, and calls them with a prepared one-minute presentation in an attempt to arrange an interview. Because of voice mail systems, the Tele search has become more difficult to implement.

Self- Assessment:
By answering these questions we can assess whether we have the ability to find a particular job.

Qualification Sought by Employers

Following is a list of qualifications widely sought by prospective employers. After reading each qualification, rate yourself on a 1 -to-5 scales on the particular dimension. 1 = very low; 2 = low; 3 = average; 4 = high; 5 = very high

1.	Appropriate education for the position under consideration and satisfactory grades	1	2	3	4	5
2.	Relevant work experience	1	2	3	4	5
3.	Communication and other interpersonal skills	1	2	3	4	5
4.	Motivation, tendency, and energy	1	2	3	4	5
5.	Problem-solving ability (intelligence) and creativity	1	2	3	4	5
6.	Judgment and common sense	1	2	3	4	5
7.	Adaptability to change	1	2	3	4	5

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8.	Emotional maturity (acting professionally and responsibly)	1	2	3	4	5
9.	Teamwork (ability and interest in working in a team effort)	1	2	3	4	5
10.	Positive attitude (enthusiasm about work and initiative)	1	2	3	4	5
11.	Customer service orientation	1	2	3	4	5
12.	Information technology skills	1	2	3	4	5
13.	Internet research skills	1	2	3	4	5
14.	Willingness to continue to study and learn about job, company, and industry	1	2	3	4	5
15.	Likability and sense of humor	1	2	3	4	5
16.	Dependability, responsibility, and conscientiousness (including good work habits and time management)	1	2	3	4	5
17.	Leadership ability (takes the initiative to assume responsibility for accomplishing tasks and influencing others)	1	2	3	4	5

Interpretation: Consider engaging in some serious self-development, training, and education for items that you rated yourself low or very low. If you accurately rated yourself as 4 or 5 on all the dimensions, you are an exceptional job candidate.

Source: DuBrin, Andrew J. 'Human Relations: Career and Personal Success', Pearson Prentice Hall, 2005.

Placement Offices, Employment Agencies, and Career Fairs

The placement office is a primary avenue for job finding, and also offers guidance on conducting a job search. Employment agencies are the most effective for applicants with about five to ten years of experience. Yet many people qualify for temporary assignments that may lead to permanent jobs. A variation of an employment agency is a *career agent*, who for a fixed fee works on behalf of his or her client. The career agent provides job search and career counseling, and also has links with employers to help clients find positions.

Career (or job) fairs function somewhat like a temporary placement office. Employers visit the fair to recruit employees, and applicants register at the fair and present their résumés. Fairs are also useful for learning about employment trends and networking.

Help Wanted Ads

Help-wanted ads are still a standard way of finding a suitable position. Because so many people respond to ads listing attractive-sounding positions, this method yields relatively few interviews. The four types of ads are: (1) open ads, (2) blind ads, (3) employment agency ads, and (4) catch ads—those with great promises of riches.

Extreme Job Hunting

Extreme job hunting is any highly unusual, complicated tactic that involves a gimmick for finding a job. Such tactics are likely to be rejected by some employers who would regard the applicant as a nuisance, yet these tactics can land a job.

In addition to being aware of the various job-finding methods, it is also important to consider *when* to begin a job search. Finding a position within thirty days is exceptional, whereas a total time of about six months is typical.

Career (or job) fairs function somewhat like a temporary placement office. Employers visit the fair to recruit employees, and applicants register at the fair and present their résumés. Fairs are also useful for

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learning about employment trends and networking.

Cover letters
The cover letter multiplies the effectiveness of the résumé because it enables you to prepare a tailor-made individual approach to each position you pursue. Explain why you are applying for the position in question, and why you should be considered.

Attention-Getting Cover Letter
An effective cover letter captures the reader's attention with a direct statement of what you might be able to do for the company. Keep the "what I can do for you" strategy paramount in mind at every stage of job finding. After you have stated how you can help the employer, present a one-page summary of your education and the highlights of your work experience. Consider also using a personal contact as part of the attention grabber.

The T-Form Cover Letter
The T-form (or column) approach gives the reader a tabular outline of how the applicant's background fits the position description. The T-form cover letter is also recommended because it has an attention-getting format.

Electronic Submission of the Résumé
Not every prospective employer can or is willing to accept compressed files. The easiest approach is to submit your résumé as a Microsoft Word document or plain text file. Yet, some companies will not open attached files because of concerns about computer viruses. As a last resort, copy your résumé directly into the e-mail document.

References:
Dubrin, A.J. (2005). Human Relations for Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 27

SIGNIFICANCE OF RESUME

What is a Resume?

Resume is the first meeting between an employee and a prospective employer. Resumes introduce the applicant with the prospective employer. It is the document which encloses the educational qualification, relevant work experience, and personal detail of a person submitted to an employer or some other authority for securing a job. Writing a good quality resume is necessary for getting a better job. There are no hard and fast rules of writing a resume. The purpose of the resume is to get to know the applicant. The employers assess the applicants through resumes first and then they might call the short listed applicants for interview. Therefore the resume should be written in an effective manner so that the prospective employer could have the first good impression of the applicant. Resume is a French word. It is also called curriculum vitae.

Forms of contact

Resume is a form of communication. Communication helps build relationships. As we know, communication is defined as any act by which one person gives to or receives from another person, information about that person's needs, desires, perceptions, and knowledge. So, the objective of a resume is to let others know about you. We can communicate in a number of ways, which are as follows:

- Written
- Spoken
- CV (curriculum vitae)
- Letter

Good relationships emerge due to proper communication. If we are capable of communicating our message in an effective manner, then possibly we can convince the prospective employer to call us for the interview. Our resume may probably be the first point of contact. It is said first impression is the lasting impression. Therefore, the resume should be precise, concise and effective.

Major types of resumes

It must be kept in mind that the major purpose of a résumé is to help you obtain a job interview, not a job. A challenge in preparing an effective résumé is to suit many different preferences, such as length and amount of detail about job experience.

Writing a resume is an art. It is written in various types and forms. Some of its popular forms are:

- The **chronological résumé** presents facts in reverse chronological order. Start from present job or position and move date wise backward. This type of resume is mostly popular in our country. In this type of resume the problem is sometimes with the filling up the gaps. When a year or two do not show what you have been doing does not leave a good impression on the prospective employer. These gaps should be filled sensibly telling what you have been doing, e.g. you were busy with your father's business, or you were on foreign tour etc.

- The **functional résumé** organizes skills and accomplishments into the function performed. If you have worked in any organization, the skill and expertise you have learnt is mentioned. For example you can tell that you have team making skills or you can organize events.

- The **targeted résumé** focuses on a specific job target and only presents information relevant to that target. Whichever résumé format you choose, it is best to place your most saleable asset first. What is needed and what you have to offer, should be mentioned first. Focus on yourself and find those events in your life that depict your capabilities and skills needed for that particular job. If there is a match between your skills and the requirements of the employer it can be helpful to get a job interview. Microsoft Word contains résumé formats worthy of

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consideration.

- The **creative resume** presents skills in a creative form. A **creative-style** résumé is one with a novel format and design. Resume should be creative not created (not the one that creates false facts). It is best suited for jobs with a specific emphasis on creativity. The generally accepted approach is to be creative when submitting résumés. Job seekers should be aware that many employers verify facts presented on a résumé.
- The **gimmickry resume** is also to get the attention of the prospective employer. When your background does not fit the position, emphasize skills and experiences that would contribute to success in the job under consideration. When you do not have the experience or skill directly required for the particular job, you can mention your skills that are relevant for that specific job.

These are various forms of resume, which differ from each other according to the objectives of the resume. Since organizational structures are changing, job requirements are also changing. Employers look for specific skills from the employees, according to the nature of the job, e.g. computer know how is considered a must for a desk job these days. A good resume should include all the skills and qualifications that you can offer and the prospective employers are interested in. Resumes must include what is needed in today's work environment or what are the requirements of the organization. Resume styles are changing with the changing environment and needs of the organizations. In today's world emphasis is given on the knowledge of information technology, values, ethics, and skills, having the characteristics of a team player and also knowing a foreign language.

Introduction to Resume

The employer might be asked as to the type of **references** required, or for recent graduates, references might be left on file in the placement office. Personal references are given so that the prospective employer could get information about you. References of only those people should be given who know you personally. The new job seekers can mention the names along with their positions, and titles of the teachers, supervisors or head of the departments as referees.

A new emphasis in résumé construction is to incorporate **your values** into the presentation of yourself because of the intensified interest in ethics in business. Show you are an effective worker. The personal interest section can help demonstrate your values because people engage in activities they think are important.

How to Handle the Job Objective Section

The **job objective section** should be divided into short—and long-range objectives. The objective section often has to be tailored to the specific job under consideration. A young applicant with less or no experience for the specific job can mention tactfully his/her future plans of what he/she wants to be. For example you can say, "I like to excel in information technology"; etc. Goals should be realistic.

Electronic Submission of the Résumé

Not every prospective employer can or is willing to accept compressed files. The easiest approach is to submit your résumé as a Microsoft Word document or plain text file.

Yet, some companies will not open attached files because of concerns about computer viruses. As a last resort, copy your résumé directly into the e-mail document.

References:

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Lesson 28

IMPROVING INTERVIEW SKILLS

Successful Job interview

Interview is a technique to assess the interviewee by the interviewer whether he/she is fit for that particular job for which he/she is being interviewed. The process of recruiting of suitable persons through interview is essential to run the organizational affairs. Group interviews are commonplace to supplement individual interviews. More emphasis is placed today on the behavioral interview in which a candidate is asked how he/she handled a particular problem in the past. This technique of giving interview can be learnt. Becoming a skilled interviewee requires practice. An effective technique is to videotape the responses and observe the playback. A general guide for performing well in the job interview is to present a positive but accurate picture of yourself. In an interview the interviewee need to tell the prospective employer what you can do for the company or employer.

Interpersonal skills are more important than technical skills. How do you relate with others in an organization is very important. Emphasize on presenting true and accurate picture of your skills instead of pretending.

Successful interview

You can learn to be prepared for the interview. Some suggestions for having a successful interview follow as under:

1. Prepare in advance (including memorizing basic facts about yourself). You should know important facts about yourself, like your educational background and skills. You should also get some information about the organization for which you are giving interview.
2. Dress appropriately (match the type of employer). Make good impression by wearing suitable attire. If the nature of the job is formal, dress up formally. If you are appearing for some blue collar job dress up accordingly.
3. Focus on important job factors (not benefits and vacations). When you are being interviewed ask questions about the nature of the job. Avoid asking about remunerations or vacations.
4. Be prepared for a frank discussion of your strengths and areas for improvement. Openly discuss your strengths and weaknesses so that your employer might know about you. If you know about your weaknesses it will leave a good impression on the prospective employer. They might help you in improving your weak areas. Hiding information or pretending is not a desirable attitude. Present the facts accurately.
5. Do not knock former employers. Avoid talking negatively about your previous employers. It puts bad impression on the employers.
6. Ask a few good questions. Although you are being interviewed, yet you can ask some intelligent questions about the employers or the organization. It can show your confidence.
7. Let the interviewer introduce the topic of compensation. Try not to initiate the topic of compensation. Leave it for the interviewer.
8. Smile and exhibit a positive attitude. Don't show dejected or depressed.
9. Emphasize how your skills can benefit the employer. (Get in a **skills-benefit statement,** a brief explanation of how your skills can benefit the company.)
10. Avoid appearing desperate. (For example, being open to taking any job). Show your interest in the job but don't be desperate to get it.
11. Ask for the job and follow through (with a thank you letter).

Frequently Asked questions

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There are certain questions which are usually asked by the employers in interview. One should be ready to answer these questions. It might be helpful for you to have a successful interview.

Question Frequently Asked for Job Candidates

The following questions are of the same basic type and content encountered in most employment interviews. Practice answering then in front of a friend, camcorder, or mirror.

1. Why did you apply for this job?
2. Tell me about yourself.
3. What are your short-term and long-term goals?
4. What have you accomplished?
5. What are your strengths? Areas for improvement?
6. How did you solve problems?
7. How would other people describe you?
8. Why did you prepare for the career you did?
9. What makes you think you will be successful in business?
10. Why should we hire you?
11. Describe how well you work under pressure?
12. What has been your biggest accomplishment on the job?
13. What do you know about our firm?
14. Here's a sample job problem. How would you handle it?

Source: DuBrin, Andrew J. 'Human Relations: Career and Personal Success', Pearson Prentice Hall, 2005.

Relevant educational experience

One more thing that you should prepare for the interview is information about your education and skills. Summarize your educational experiences as it relates to the position for which you are being interviewed

- Articulate your pertinent skills and abilities
- Cite examples of how you have developed and used particular skills
- Know your personal strengths and weaknesses
- Discuss your work and co-curricular experiences in detail
- Talk about your career goals and objectives
- Know where you want to work
- Identify any problem areas in your background and be prepared to discuss them
- Discuss variables you are willing to negotiate (e.g. salary or geographical preference)

Knowing the employer or Organization

You should also be familiar with the characteristics of the organization you are interested in for the job. They are as under

- Type of organization and its function
- Mission and goals
- Products or services
- Divisions and subsidiaries
- Position description and career paths
- Sales and earnings (if company is a public, for-profit organization)
- Size
- Competitors

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- Location, including international operations (if applicable)
- Projects
- New trends in the field

Psychological testing

Psychological and physical testing are two more challenges facing job candidates who have made it through the interview. Psychological (or personnel) testing can help both the employer and job candidate find a mutually satisfactory fit. The good fit is most likely to be found when the tests are accurate and fair, and the candidate answers them accurately.

Five types of psychological tests are widely used:

1. *Achievement tests* sample and measure the applicant's knowledge and skills.
2. *Aptitude tests* measure an applicant's capacity or potential for performing satisfactorily on the job, given sufficient training.
3. *Personality tests* measure personal traits and characteristics that could be related to job performance.
4. *Interest tests* measure preferences for engaging in certain job activities.
5. *Honesty tests* measure tendencies toward telling the truth. Such tests can be in paper and pencil (or computerized) form, or the polygraph.

Physical examination

The Physical Examination and Drug Testing

The physical examination gives some indication of an applicant's ability to handle a particular job. A disabled applicant can only be rejected if the workplace poses a threat to his/her safety or the safety of others. A survey showed that pre-employment physicals are associated with fewer post-employment injuries and lowered medical insurance costs. Approximately one- half of employers test applicants for illegal drug use. Some employers test for personality factors associated with drug use.

Managing the downside of conducting a job search

The successful job hunter must not be overwhelmed by rejection—persistence leads to success even with average job qualifications. "Every 'no' is a step closer to a yes." Job hunters may also encounter rudeness frequently because so many people apply for desirable jobs. To repeat, the entire job-search process is inefficient but effective.

An analysis of 36 studies involving 11,010 job seekers found that individuals who engaged in higher levels of job search behavior were more likely to obtain employment.

References:

Dubrin, A.J. (2005). Human Relations: Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 29

IMPROVING WORK HABITS 1 (Dealing with Procrastination)

Developing good work habits

Good work habits means, being organized and prioritizing tasks according to their importance. Good work habits and time management are extremely important because of the current emphasis on enhancing productivity. They are also important for the personal success. Effective work habits are beneficial for yourself and your organization, because if you have good work habits, you have control over yourself, and if you have control over yourself you are productive, and if you are productive you have good human relations.

Work habits refer to a person's characteristic approach to work, including such things as organization, priority setting, and handling of paper work and e-mail.

Procrastination

The productivity can be enhanced by improving work habits relating to procrastination. Productivity is the amount of quality work done with the resources consumed. The leading cause of poor productivity and career self-sabotage is **procrastination,** delaying a task for an invalid or weak reason. Even productive people have problems with procrastination at times.

Reasons of procrastination

Delaying or postponing of assignments makes you less productive or unproductive. There may be a number of reasons of procrastination.

Key reasons for procrastination include:

(1) Unpleasant tasks

If you do not like the tasks or assignments which you are supposed to do, might be the reason of delaying them.

(2) Overwhelming

Sometimes you think that the task given to you is so huge that you cannot handle, you keep on hesitating to initiate it.

(3) Concerns about negative consequences of one's work

Sometimes the fear of negative results of doing a task becomes the reason of postponing it.

(4) Fear of success (worry about assuming too much responsibility)

Just like the fear of failure, the fear of success also becomes a hindrance in performing a task. One thinks if he/she successfully completes some task he/she might be chosen for some bigger assignment.

(5) Lack of a perceived meaningful reward for doing the task

If you feel that you would not be rewarded meaningfully, you would hesitate to do that work.

Rebellion against being controlled

Another reason of procrastination is that you do not like to be controlled by others. You think that you will do your work as and whenever you like it to do.

(6) Enjoyment of the rush derived from scrambling to make a deadline

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Some people enjoy doing things at the eleventh hour.

(7) Perfectionism

People also become victim of procrastination due to the habit of perfectionism. The tendency of perfectionism can be measured through this self-assessment quiz.

Human Relations Self Assessment Quiz

Tendencies towards perfectionism

Many perfectionists hold some of the behaviors and attitudes described below. To help understand your tendencies toward perfectionism, rate how strongly you agree with each of the statements below on a scale of 0-4.

1	Many people have told me that I am a perfectionist	0	1	2	3	4
2	I often correct the speech of others	0	1	2	3	4
3	It takes me a long time to write an email because I keep checking and checking my writing	0	1	2	3	4
4	I often criticize the color combinations my friends are wearing	0	1	2	3	4
5	When I purchase food at a super market, I usually look at the expiry date, so I can purchase the freshest	0	1	2	3	4
6	I can't stand when people use the term 'remote' instead of 'remote control'	0	1	2	3	4
7	If a company representative asked me 'what is your social', I would reply something like, 'do you mean my social security number'	0	1	2	3	4
8	I hate to see dust on furniture	0	1	2	3	4
9	I like the Saima's idea of having every decoration in the home just right	0	1	2	3	4
10	I never put a map back in the glove compartment until it is folded just right	0	1	2	3	4

11	Once an eraser on a pencil of mine becomes hard and useless, I throw the pencil away	0	1	2	3	4
12	I adjust all my watches and clocks so they show exactly the same time	0	1	2	3	4
13	It bothers me that clocks on personal computers are usually wrong by a few minutes	0	1	2	3	4
14	I cleaned the key board on my computer at least once a week	0	1	2	3	4
15	I organize my email messages and computer documents into many different, clearly labeled files	0	1	2	3	4
16	You won't find old coffee cups or soft drink containers on my desk	0	1	2	3	4
17	I rarely start a new project or assignment until I have completed my present project or assignment	0	1	2	3	4
18	It is very difficult for me to concentrate when my work area is disorganized	0	1	2	3	4
19	Cow webs in chandeliers and other lighting fixtures bug me	0	1	2	3	4
20	It takes me a long time to make a purchase such as a digital camera because I keep studying the features on various models	0	1	2	3	4

21	When I balance my cheque book, it usually comes out right within a few Rupees	0	1	2	3	4
22	I carry enough small coins and Rupee notes with me so when I shop I can pay the exact amount without requiring change	0	1	2	3	4

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23	I throw out any underwear or T-shirts that have even the smallest holes or tears	0	1	2	3	4
24	I become upset with myself if I make a mistake	0	1	2	3	4
25	When a finger nail of mine is broken or chipped, I fix it as soon as possible	0	1	2	3	4
26	I am carefully groomed whenever I leave my home	0	1	2	3	4
27	When I noticed packaged goods or cans on the floor in a supermarket, I will often place them back on the shelf	0	1	2	3	4
28	I think that carrying around antibacterial cleaner for the hands is an excellent idea	0	1	2	3	4
29	If I am with a friend, and he or she has a loose hair on the shoulder, I will remove it without asking	0	1	2	3	4
30	I know that I am a perfectionist	0	1	2	3	4

Scoring 91+: You have strong perfectionist tendencies to the point that it could interfere with your taking quick action when necessary. Also, you may annoy many people with your perfectionism.

Scoring 61-90: Moderate degree of perfectionism that could lead you to produce high quality work and be a dependable person.

Scoring 31-60: Mild degree of perfectionism. You might be a perfectionist in some situations quite important to you, but not in others.

Scoring 0-30: Not a perfectionist. You might be too casual about getting things done right, meeting deadlines and being aware of details.

Source: DuBrin, Andrew J. 'Human Relations: Career and Personal Success', Pearson Prentice Hall, 2005.

Techniques for Reducing Procrastination

Being aware of the productivity consequences of procrastination is a good start for reducing procrastination. A few specific techniques are also helpful.

1. Cost of procrastination
2. Counter attack
3. Jump-start
4. Sub-divide the large task
5. Motivate yourself with rewards and punishments
6. WIFO (worst in first out)
7. Commitment to other people
8. Express positivity

1. Calculate the Cost of Procrastination

Lost opportunity is a major cost. A useful example of a direct cost is procrastinating about adding motor oil to your auto (about Rs500), and then have to replace the motor (about Rs50,000).

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2. Counterattack

Force yourself to do something overwhelming, frightening, or uncomfortable. It may prove that the task was not as bad as initially perceived.

3. Jump-Start Yourself

You can often get momentum going on a project by giving yourself a tiny assignment just to get started.

4. Sub-divide the Large Task

If the task allows for it, just peck away a little bit at a time until the project gets down to manageable size. Another approach is to subdivide the task into smaller units.

5. Motivate Yourself with Rewards and Punishments

Behavior modification can sometimes be applied successfully to overcoming procrastination.

6. Follow the WIFO Principle

Use the technique of worst in, first out, for dealing with unpleasant tasks you would prefer to avoid. A related motivational principle is that after completing the unpleasant task, moving on to a more pleasant (or less unpleasant) task functions as a reward.

7. Make a Commitment to Other People

If others know you are committed to accomplishing something by a given date, you are less likely to procrastinate. Avoiding embarrassment acts as a strong motivator in this situation. It can help you stop delaying tasks.

8. Express positivity

Express a More Positive Attitude about Your Intentions. If you choose words that express a serious intention to complete an activity you are more likely to follow through than if you choose uncertain words. “I will” is more compelling than “I might.”

References:

Dubrin, A.J. (2005). Human Relations: Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 30

IMPROVING WORK HABITS-2 (Developing proper attitudes and values)

Developing good work habits

The previous lesson was about the reasons or causes of delaying the tasks. This lesson describes various methods of improving work habits and managing time. As a result, you can learn how to increase personal productivity. Good work habits and time management are extremely important because of the current emphasis on enhancing productivity. Good work habits contribute to success in personal life. Work habits refer to a person's characteristic approach to work, including such things as organization, priority setting, and handling of paper work and e-mail.

Effective work habits are beneficial because they eliminate a major stressor – feeling of having very little or no control over your life. Time management and good work habits go hand in hand. If you are able to manage your time properly, you can be more productive person. More productive persons are more flexible.

Developing the proper attitudes and values

Developing good work habits and time-management practices is often a matter of developing proper attitudes toward work and time. Good work habits can be developed by following these certain principles/rules.

A. Develop a Mission, Goals, and a Strong Work Ethic

A mission, or general purpose in life, propels you toward being productive. Goals support the mission statement, but the effect is the same. Being committed to a goal propels you toward good use of time.

Steven Covey recommends that you develop your mission statement by first thinking about what people who know you well would say at your funeral if you died three years from now. How you like to be remembered after death gives you energy to develop good work habits. Developing strong work ethic is closely related to establishing a mission and goals.

B. Value Good Attendance and Punctuality

Values help develop work habits. If you value punctuality, you would like to be in time. Good attendance and punctuality are essential for developing a good reputation as a worker. Also, you cannot contribute to a team effort unless you are present.

C. Value Your Time

People who place a high value on their time are propelled into making good use of time. Those who value their time are more difficult to engage in idle conversation during working hours. Being committed to a mission and goals is an automatic way of making good use of time.

D. Value Neatness, Orderliness, and Speed

Neatness, orderliness, and speed are important contributors to workplace productivity. Orderliness helps most people become more productive because less time is wasted searching for documents and tools. Speed is widely considered to be a competitive advantage. Avoid lengthy preparation trying to get things perfect before you make a move. High quality must come quickly.

E. Work Smarter, Not Harder

Developing the attitude of seeking to work smarter rather than harder increases productivity and satisfaction. An example of working smarter, not harder is to invest a few minutes of critical thinking

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before launching an Internet search. Many people save time by searching information over the Internet, instead of going to the libraries.

G. Become Self-Employed Psychologically

The self-employed person is compelled to make good use of time, partially because time is money. Developing the mental set of a self-employed person improves productivity.

G. Appreciate the Importance of Rest and Relaxation

Proper physical rest contributes to mental alertness and improved ability to cope with frustration. Neglecting the normal need for rest and relaxation can lead to **workaholism,** an addiction to work in which not working is an uncomfortable experience. Recognize, however, some people who work long and hard are classified as achievement-oriented workaholics who thrive on hard work and are usually productive. To help achieve rest and relaxation, some people take fifteen-minute power naps.

By removing inner obstacles such as self-criticism, you can dramatically improve your ability to focus, learn, and perform.

Time-management techniques

The appropriate time-management techniques are also necessary to achieve high personal productivity. For these techniques to enhance productivity, most of them need to be incorporated into and practiced regularly in daily life. Habits need to be programmed into the brain through repetition.

A. Clean Up and Get Organized

An excellent starting point for improving work habits and time management is to clean up the work area, and arrange things neatly. Eliminate clutter and simplify the work area so there are fewer distractions and the brain can be more focused. Getting organized includes sorting out which tasks need doing. Cleaning up is particularly important because so many people are pack rats.

B. Plan Your Activities

The primary principle of effective time management is **planning;** deciding what you want to accomplish and the actions needed to make it happen. To-do lists are a basic planning tool.

1. Where Do You Put Your Lists?

To-do lists should be placed on a calendar or day planner, or in a notebook, computer or other fixed location. Some planners are part of a system that enables one to link daily activities to a mission in life. For many people these planners are invaluable; for others they are a burden that leads to an over-structuring of life. Make a realistic list of the tasks.

2. How Do You Set Priorities?

Priorities should be established for items on the list with a system such as tagging each one as an A, B, or C item. However, taking care of small (C) items can be therapeutic.

3. How Do You Schedule and Follow Through?

To convert your list into action, you should schedule when you are going to do each of the items on the list.

C. Get off to a Good Start

Get off to a good beginning and you are more likely to have a successful, productive day. Start poorly and you will be behind most of the day.

D. Make Good Use of Office Technology

Proper usage of most high-tech devices in the office can improve productivity and quality. For example, a laptop computer helps make one productive during potential periods of downtime. A major consideration is that the time saved using office technology must be invested in productive activity to attain a true productivity advantage.

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E. Concentrate on One Key Task at a Time

Effective people resist distractions that prevent giving full attention to the task at hand. Achieving the flow experience is the ideal level of concentration. Conscious effort and self-discipline can strengthen concentration skills. Set aside ten minutes per day and focus on something repetitive. Concentrating on a key task is important, but sometimes doing two or three minor tasks at the same time can help save time.

F. Work at a Steady Pace

Working at a steady clip generally pays dividends in efficiency. A steady-pace approach accomplishes much more than someone who puts out extra effort just once in a while. Despite the advantages of maintaining a steady pace, some peaks and valleys in your work may be inevitable, such as in tax accounting. Napping may be helpful to replenish your energy supply in order to work at a steady pace.

G. Create Some Quiet, Uninterrupted Time

One hour of quiet time might yield as much productive work as four hours of interrupted time. Creating quiet time could mean turning off the telephone, not accessing e-mail, and blocking drop-in visitors during certain times of the workday. Many people do some work at home to avoid interruptions.

H. Streamline Your Work and Emphasize Important Tasks

Getting rid of unproductive work is part of *reengineering* in which work processes are radically redesigned and simplified. Reengineering contributes to work streamlining that eliminates unproductive work including activity that does not contribute value for customers. An example of unproductive work is sending paper or e-mail messages that almost nobody reads. To streamline work, look for duplication of effort and waste. Important (value-contributing) tasks are those in which superior performance could have a large payoff.

I. Make Use of Bits of Time

A truly productive person makes use of miscellaneous bits of time, both on and off the job. A variation of this technique is **grazing;** eating meals on the run to make good use of time ordinarily spend on sitting down for meals.

Stay in Control of Paperwork, the In-Basket, and e-Mail

Unless paperwork and e-mail messages are handled efficiently, the person may lose control of the job and home life, leading to stress. The in-basket is the centre of paperwork. For many overwhelmed workers, their entire desktop becomes the in-basket. To stay in control, the in-basket should receive attention each workday. Sort in-basket items into an action file and a reading file.

I. Use Multitasking for Routine Tasks

Doing two or more routine chores simultaneously can sometimes enhance personal productivity. However, it is important to avoid rude or dangerous tasks, or a combination of the two. A rude practice is doing paperwork while on the telephone or in class. A dangerous practice is engaging in an intense conversation over the cell phone while driving.

Overcoming time wasters

Another basic thrust to improve productivity is to minimize wasting time. The strategies and tactics described next are directly aimed at overcoming the problem of wasting time.

A. Minimize Day Dreaming

Allowing the mind to drift while on the job is a major productivity drain. Day dreaming is triggered when the individual perceives the task as boring or overwhelming. Brain research suggests that young people daydream the most. Unresolved personal problems contribute to daydreaming.

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B. Prepare a Time Log to Evaluate Your Use of Time

A time log can uncover time leaks, anything you are doing or not doing that allows time to get away. A major time leak for many workers is schmoozing, or informal socializing on the job. Nevertheless, schmoozing can help relieve tension and build workplace relationships.

C. Avoid Being a Computer Goof-Off or Cyber loafer

An unproductive use of computers, however, is to tinker with them to the exclusion of useful work. Some managers spend so much time with computers that they neglect the leadership aspect of their jobs. Internet surfing for purposes not strictly related to the job has become a major productivity drain.

D. Keep Track of Important Names, Places, and Things

Have a parking place for everything, and make visual associations about where you put objects. By remembering the names of important places and things you can also save time.

E. Set a Time Limit for Certain Tasks and Projects

Spending too much time on a task or project basically wastes time. Invest a reasonable amount of time in a project, but no more.

F. Schedule Similar Tasks Together (Clustering)

An efficient method of accomplishing small tasks is to group them together and perform them in one block of time. Using a block of time to make telephone calls is a useful example of similar-task scheduling.

G. Bounce Quickly from Task to Task

Much time is lost in taking a break between tasks. After a brief pause, dive into your next important task.

H. Be Decisive and Finish Things

A subtle way of improving your personal productivity is to be decisive. Decide quickly, but not impulsively, and remember that uncompleted projects lower productivity. So finish tasks you have begun.

References:

Dubrin, A.J. (2005). Human Relations: Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 31

NEW MODEL OF CAREER ADVANCEMENT

Background

We have learnt in the previous lectures how good work habits help us in advancing our career and how do they contribute in our personal and professional success. We need to learn new things to bring success in our career with the changing environment. We need to learn alternative models for the career advancement. Local environments are changing rapidly in the changing global environment. In the context of globalize world we need to change our strategies at all levels. We can't change the environment, we have to change ourselves. Change has created new environment and new environment demand new skills and new strategies for career development.

New model of career advancement

This lecture describes alternative model of developing our career. The suggestions in this lecture should help the person achieve career portability, the ability to move from one employer to another when necessary. Career advancement has acquired a shift in emphasis in recent years to accommodate the new organizational structures. The key components of the new model of career advancement are as follows:

Career portability (components)

1. More emphasis on horizontal growth, with a focus on new learning.

Initially you used to move from lower ranks to upper ranks in an organization. This strategy has undergone a change now. Now the emphasis is given on learning new skills instead of relying only on skills you already have. As the change in environment help learning new things, that is why you should learn to appreciate the change of doing different jobs in the same organization.

2. More emphasis on temporary leadership assignments.

You should realize the fact that in today's changing world; organizations give temporary assignments to their employees. If you play the leadership role under certain circumstances; you can supposed to be play some other role next time.

3. Climbing the ladder of self-fulfillment

Or finding work that is self-fulfilling.

4. Being promoted as much for learn-how as know-how.

(Learn-how is the capability to learn.) Learning ability is more important than present skills. Companies prefer those employees who have the ability to learn new things. Many organizations pay their employees to make them learn new skills. This is because present knowledge is becoming obsolete due to rapid technological and environmental changes.

Quiz

Knowing about yourself is very important in the development of your career. Career development activities inevitably include answering some penetrating questions about you, such as the 13 questions that follow. You may need several hours to do a competent job answering these questions. After individuals have answered these questions about themselves, it may be profitable to hold a class discussion about the relevance of the specific questions.

Examine your answers in several years to see

(1) How well you are doing in advancing your career and

(2) How much you have changed.

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Keep the following information in mind in answering this inventory: People are generous in their self-evaluations when they answer career development inventories. So you might want to discuss some of your answers with somebody else who knows you well.

HUMAN RELATIONS SELF-ASSESSMENT

The Career Development Inventory

1. How would you describe yourself as a person?

Are you friendly, cynic, introvert or extrovert etc; what type of person are you? Knowing about your personality attributes will help you in your career advancement.

2. How would you describe yourself as a technical person?

You should be aware of your technical skills. Do you know how to operate computer? Do you have the knowledge of operating any other machine or gadget?

3. What are you best at doing? Worst?

You should know what you can do best and where do you fumble? Are you good at desk jobs or you are comfortable with field work?

4. What are your two biggest strengths or assets?

Write down two such things which you think are your asset? You have a car. You can drive a car. You have any technical skill. You have foreign language proficiency, etc.

5. What skills and knowledge will you need to acquire to reach your goals?

In your opinion, what do you think are the required skills and knowledge that help achieve your goals in life?

6. What are your two biggest accomplishments?

Jot down on a piece of paper your biggest achievements in life. Write down the factors behind those achievements. Do you think, it happened because of your social net work, your hard work, your luck, or because of a skill or knowledge etc. that you have.

7. Write your obituary (short biography at death) as you would like it to appear.

Write down how would you like to be remembered, when you are dead. It will help you set and achieve your goal. You will strive to achieve that goal. Write an obituary telling what you have done for your family, community or the country.

8. What would be the ideal job for you?

What is your dream come true job? By knowing this you can think of the way/route to achieve your goal.

9. What career advice can you give yourself?

You can be your best adviser as you are the one who knows your strengths and weaknesses, your likes and dislikes the best. Seeking advice from others is good but it is much more useful if you could advise yourself.

10. Describe the two peak work-related experiences in your life.

Write down two experiences of your work life that you think brought changes in your life. What made you do what you did? What are the conditions that made you do what you did?

11. What are your five most important values (the things in life most important to you)?

It could be the wish of your mother/father. It could be your desire. It could be anything you give value.

12. What goals in life are you trying to achieve?

If you know your goals in life you can have a relatively clearer track to achieve those goals.

13. What do you see as your niche (sport where you best fit) in the modern world?

Last but not least. Know your niche. Know the best area where you can perform the best.

The new model of career advancement fits a definition of **career success** as attaining the twin goals of organizational rewards and personal satisfaction.

References:

Dubrin, A.J. (2005). Human Relations: Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 32

TAKING CONTROL OF YOURSELF

Enthusiasm
Nothing great was ever achieved without enthusiasm.
Ralph Waldo Emerson (1803 - 1882), U.S. poet and essayist.
Nothing is as contagious as enthusiasm. It is the genius of sincerity and truth accomplishes no victories without it.
Attributed to Bulwer Lytton (1803 - 1873), British novelist and politician. Passion is like genius: a miracle.
Romain Rolland (1866 - 1944) French writer.
A variety of factors makes us do what we do not want to do. We will learn to control our behavior and importance of flexibility. In the previous lecture we have learnt about horizontal growth instead of vertical growth. In this lecture we will learn those behaviors which are beneficial to us in terms of satisfaction and bringing rewards to us from the organizations we work for.

Taking control of yourself
The new model of career advancement fits a definition of **career success** as attaining the twin goals of organizational rewards and personal satisfaction. The same definition fits the theme of this text.

The tactics and strategies in this section center on the idea of individuals taking control of them in order to advance in their career. If you have control over yourself then you will have control over the resources around.

How to take control of yourself
A. Develop Outstanding Interpersonal Skills
Interpersonal skills are more important than technical skills. If you can develop social networks successfully then you can have more successful career. Getting ahead in business-related fields is exceedingly difficult unless you can relate effectively to other people. Workers are more likely to be bypassed for promotion or terminated for poor interpersonal skills than for poor technical skills.

B. Develop Expertise, Passion, and Pride
Career advancement usually begins by the person developing expertise in a specialty or subspecialty. Famous people typically launched their career by being good at something such as sales, accounting, or engineering.

Although expertise is highly recommended, the workplace also demands that a person perform a variety of tasks as is required in working on a team. Passion goes hand in hand with expertise, and contributes to creativity and leadership. Developing expertise and being passionate about your work leads naturally to being proud of what you produce.

Develop a Code of Professional Ethics
An ethical code determines what behavior is right or wrong, good or bad, based on values. When faced with an ethical dilemma, ask yourself three questions:

(1) Is it legal?
(2) Is it balanced? And (3) Is it right?

C. Perform Well Including Going beyond Your Job Description

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Good job performance is the bedrock for any career, a principle supported by common sense and research. Also, take on tasks not expected of you.

Performing well on all your assignments is also important because it contributes to the success syndrome, a pattern in which the worker performs one assignment well and then has the confidence to take on an even more difficult assignment.

D. Create Good First Impressions

Favorable first impressions lead to continued contacts with internal and external customers, and can create a halo about the quality of future work. Looking successful and projecting a sense of control also contributes to a positive first impression. According to one leadership theory (the leader-member exchange model), the leader forms in-groups based on favorable first impressions. Creating a negative first impression places one in the out-group. Another key contributor to first impressions is a person's communication patterns and method of self-presentation.

E. Document Your Accomplishments

Keeping an accurate record of job accomplishments can be valuable when being considered for promotion. New learning should also be documented. Let key people know, in a tactful way, of your accomplishments.

F. Be Conventional In Your Behavior

Conventional behavior helps one gain acceptance. Areas for conformance include attendance and punctuality, grooming, courtesy to superiors, and adherence to safety rules.

G. Take a Creative Approach to Your Job

Take initiatives. Organizations place heavy emphasis on creative problem solving. For maximum career benefit, make innovative suggestions that are likely to earn money or save money.

H. Keep Growing through Continuous Learning and Self-Development

Keep on working hard to bring efficiency and quality to your work. Given that continuous learning is part of the new model of career advancement, engaging in regular learning will help a person advance. Self-development can include any type of learning but often emphasizes personal improvement and skill development. Continuous learning and self-development follow the Japanese philosophy of **kaizen,** the relentless quest for a better way and higher quality work.

I. Observe Proper Etiquette

Proper etiquette is important for career advancement because such behavior is considered part of acting professionally. **Business etiquette** is a special code of behavior required in work settings.

J. Develop a Proactive Personality

An active agent in taking control of forces around him or her stands a better chance of capitalizing on opportunities. A **proactive personality** is a person relatively unconstrained by forces in the situation and who brings about environmental change. Managers prefer proactive employees because they take the initiative to take care of problems.

K. Take Sensible Risks

Successful career people, including proactive personalities, tend to be moderate risk takers. Not risking anything can mean risking even more, including the inhibition of your career. Sensible and calculated risks might be helpful in career advancement.

L. Learn to Manage Adversity

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Some adversity is almost inevitable in an ambitious person's career. A general-purpose way of handling adversity is to first get emotional support from a friend or family member, and then use the problem-solving method.

It is important not to be bitter and cynical about your problem. Look to minimize the self-doubt that comes from the mental script, *fear narrative,* in which you tell yourself that if you try again, something terrible will happen. A current method of managing career adversity is to do a career *boomerang,* or be rehired by an employer when a new job does not work out.

M. Develop the Brand Called You

Sometime your name is associated with success. Success syndrome plays a role in your and organizational success. The names of some actors/actresses are associated with success. Tom Peters urges career-minded people to develop their credentials and their reputation to the extent that they stand out so much they become a brand name. In this way you are not tied to one company or one job. You begin developing brand-you by identifying the qualities or characteristics that distinguish you from co-workers.

Business etiquettes

Let us discuss some business manners and etiquettes.

- Be polite to people in person
- Write polite letters
- Practice good table manners
- Names should be remembered
- Males and females should receive equal treatment
- Shouting is out
- The host or hostess pays the bill
- Introduce the higher-ranking person to the lower-ranking person
- Address superiors and visitors in their preferred way
- Make appointments with high-ranking people rather than dropping in
- When another person is opening a door to exit a room or building, do not jump ahead of him or her
- Be courteous about the use of common facilities or resources like the use of photocopy machine
- Be sensitive to cross-cultural differences in etiquette

References:

Dubrin, A.J. (2005). Human Relations: Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 33

EXERTING CONTROL ON OUTSIDE ENVIRONMENT

In the previous two lectures you learnt to control your own behavior. Now in this lecture you will learn to control those outside factors that become a hurdle in performing certain tasks. You will learn these techniques, so that you could achieve your goals by controlling environmental hindrances. If you are able to influence those actions and behaviors that influence you, you will create synergy between you and the environment around you. Moreover, if this synergy is created, your environment becomes supportive to achieve your goals and you become more successful and productive for yourself, for your family and for your organization and for your society at large.

Important tips to control external environment

Let us discuss some points that help control external environment.

1. Manager sees performance as a measure of potential, not potential as a measure of performance. Try to perform well as the performance is the indicator of your potential.
2. Appearing physically fit is a part of success image. Success syndrome also includes your physical fitness, health and pleasant behavior. It leaves a good impression on the people around you.
3. Make your gestures project self-assurance and purpose. People would like to be a member of your team, if your gestures show self-assurance.
4. Make positive assertions such as "This is a demanding assignment and I welcome the challenge". By doing this, not only you enhance your confidence, it energizes the people around you.

Important communication tip

Avoid five self-defeating communication behaviors:

1. Talking too fast which makes what you say seem unimportant
2. Talking too much or giving more details than others want.
3. Being too critical, or passing judgments about others.
4. Being too self-critical or too revealing about your own inadequacies.
5. Displaying weak body language or using a weak tone of voice.

Exerting control over the outside world

Exert some control over the outside environment. If the environment is not totally controlled, at least it is juggled to one's advantage.

A. Develop a Flexible Career Path
   1. The Traditional Career Path
   2. The Horizontal Career Path

B. Have an Action Plan to Reach Your Goals
C. Achieve Broad Experience
D. Be Visible
E. Find a Mentor
F. Manage Luck
G. Balance Your Life

A. Develop a Flexible Career Path

If your goals are laid out systematically to lead to your ultimate career goal, you have established a career path—a sequence of positions necessary to achieve a goal. Here we look at two types of career paths.

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1. The Traditional Career Path.
A traditional career path is based on the assumption that a person will occupy a series of positions, each at a higher level of responsibility than the previous one. You should be flexible to work for career goals.
2. The Horizontal Career Path.
The norm today in organizations is not to have fixed career paths, and for individuals only to be able to make predictions about the type of work they would like to be doing rather than target specific positions. A horizontal career path is slightly easier to predict than a vertical one. A significant feature of the horizontal career path is that people are more likely to advance by moving sideways than moving up. A horizontal career path, as well as a traditional (vertical) one, does not necessarily mean the person stays with the same firm.

B. Have an Action Plan to Reach Your Goals
If you do not have action plan to achieve your goal, the environment around you will control your behavior. To be effective, career goals usually have to be backed up by action plans. These plans can be drawn in minute detail, but avoid rigid thinking. Create supportive environment to make others do what you want them to do to achieve your goals.

C. Achieve Broad Experience
Many people who land high-ranking positions have broad experience obtained at one or more employers. Workers who follow the new model of career advancement are automatically achieving broad experience. A major benefit of broad experience is that you achieve more career portability; therefore being able to move to another employer will be possible. Broad horizontal experiences are more valuable than vertical experiences.

D. Be Visible
People should notice what you are doing. Your accomplishments will make you noticeable. A big career booster for many people is to call favorable attention to themselves and their accomplishments. Ways of gaining visibility include performing well on committee assignments, and distinguishing yourself in a community activity. Visibility leads to being noticed by an important person.

E. Find a Mentor
Mentors are visionary people who can guide their mentees through their past experiences. Most successful people have had one or more mentors during their career. A **mentor** is a more experienced person who guides, teaches, and coaches another individual. Mentors are usually superiors, but can also be peers and even lower-ranking individuals. The mentor serves as a positive model and a trusted friend.

F. Manage Luck
Future is in your own hands. Control your future by your hard work. To be lucky you have to clarify what you want, and then recognize an opportunity. Manage luck to some extent by recognizing opportunities and taking advantage of them. The founder of McDonald's said: "Luck is a dividend of sweat. The more you sweat, the luckier you get."

G. Balance Your Life
Do not sacrifice your family for your career, neither your career for your personal life. Having balance gives you additional energy and vitality which will help you in your career. Without balance, a career person runs the risk of burnout and feeling that work is not worthwhile.

Developing your network skill
Developing a network of contacts is the most favored approach to career advancement. People in your

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network can help you get promoted, solve problems, and can serve as customers and suppliers. A recommended approach to networking is to keep a list of at least 25 people whom you contact at least once a month, even by e-mail, SMS, or phone call. A substantial amount of social networking also takes place on the Internet. Cyber networking includes newsgroups, mailing lists, chat rooms, and e-mail.

Dealing with hidden barriers to your advancement

Concern exists that many women as well as men are held back from high-level promotions by the **glass ceiling,** an invisible but difficult-to-penetrate barrier to promotion based on subtle attitudes and prejudices.

To overcome these barriers, patience is recommended because barriers to advancement are eroding slowly. As women and minorities gain experience in line positions, the glass ceiling might be shattered.

A subtle barrier to advancement many hard-working, talented people face is that they are considered too good to transfer or promote by their boss. The manager wants to keep that key player in his or her department. Networking with higher ups can facilitate being transferred.

Another strategy for overcoming barriers to advancement is to enthusiastically apply all of the approaches learnt earlier. Personal goals should be incorporated into a career path to strive for a meshing of work and personal life. Contingency plans should be established because career planning contains uncertainty.

References:

Dubrin, A.J. (2005). Human Relations: Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 34

MANAGING PERSONAL FINANCES-1

Quotations
Spend sensibly – remember that tomorrow's need is more important than today's want.
Annual income twenty pounds, annual expenditure nineteen, nineteen and six, result happiness. Annual income twenty pounds, annual expenditure twenty pounds ought and six, result misery.
Charles Dickens (1812 - 1870) British novelist

Managing personal finances
The purpose of this lecture is to help the students and learners lead a better personal life by managing finances effectively. Management of personal finances is an important component in managing human relations.

Personal attitude towards the management of debt will also be covered with good personal financial management; people with even modest incomes can amass a large amount of money.

Your personal financial plan
A highly recommended starting point in improving your present financial condition and enhancing your future is to develop a personal financial plan. Two key elements of the plan are financial goals and a budget.

Why finance in relations course. It affects personal and work relations. Money is increasingly becoming important. Social and psychological needs will be met with money. In other words, personal satisfaction and happiness will have a strong bearing of money.

Reasons for over spending
Let us have a look at the reasons of over-spending of money.
1. Shop Keeper is friendly
Sometimes it so happens, that shopping mall or the environment or the salesperson is so friendly that people spend unnecessarily on the things they do not need actually.
2. Enjoy shopping
Some people are spendthrift. They enjoy shopping. They spend money and get pleasure.
3. Shopping as a social and group activity
Some time people shop goods as a group activity. They waste money on buying goods unnecessarily.
4. Desire for possessions
Some people buy precious things for the sake of possession.
5. Credit is available easily (use of credit card)
In this age of credit card, people have developed the habit of spending money on unnecessary things.

Tips for managing personal finances

1. Having a long term debt
It is not advisable to borrow money for longer period of time. Suppose the leasing of a car would be counterproductive, if you take it for seven years or more. In this way you will end up in paying more amount of money.
2. Giving Control of Your Money to Someone Else
If you give control of your money in the hands of others they might spend it lavishly.

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3. Spending Leaks
Spend your money according to the budget.
4. Not Setting Goals
If you have not set any goals, you cannot manage your finances.
5. Incurring Too Much Debt
It is not a good habit to incur debts more than your needs. Avoid incurring debts unnecessarily. It will be difficult to repay the debts in future.
6. Not Saving Enough for Retirement or Starting Too Late
Try to save some money from your earnings for future expenses.
7. Cashing Out Retirement Funds
Avoid cashing out retirement funds. You will leave with nothing if you spend it earlier.

Establishing financial goals
A common approach to financial goal setting is to specify amounts of money you would like to earn at certain points in time. Another common goal is to obtain enough money to cover specific expenses. Financial goals are sometimes expressed in terms of allocation of money, such as putting pay raises into savings or reducing debt.
A more motivational approach is use financial goals to point to a lifestyle one hopes to achieve with specific amounts of money. In this way money becomes the means to ends that bring satisfaction and happiness.

Developing a Budget (Spending Plan)
A **budget** is a plan for spending money to improve your chances of using your money wisely and not spending more than net income.

Steps in budget making
Developing a budget can be divided into a series of logical steps.

Establishing goals
You should keep in mind your goals while establishing a budget so that you could make the best use of your money.

1. Estimating income
First of all estimate your income and then plan the spending of money. You should be aware of the total amount that you have in order to develop realistic budget.
2. Estimating expenses
Do this by keeping careful track of current spending.
3. Comparing expenses and income.
Remember that the true profit from your labor is the difference between your total revenue and total expenses. If you spend all your money and you are left with nothing, it is not sensible. You must save something for unseen expenses that may arise in future.
4. Carrying out the budget
Try to spend money according to your budget. If you spend more than the expected amount on various things, then it is no use of making budget.
6. Evaluating the Plan
A budget usually needs reworking until it fits your needs. You can evaluate your budget time to time.
Self assessment Quiz
Here is a self assessment quiz to find out your attitude about your financial control. Assess your money personality through this quiz.

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Human Relations Self Assessment Quiz
Your Money Personality

Below is a two-part quiz that addresses your willingness to take risks and your desire to be involved with the investment decision making process. Take it and perhaps you will find out something you didn't about yourself.

1. If I found a secure job which I thoroughly enjoyed, I would
    a. Probably stay in it indefinitely
    b. Stay unless a better opportunity came along
    c. Be on the lookout for a better opportunity or investigate ways to start business of my own
2. I would become involved with a new business
    a. Only as customer
    b. As an employee if I have checked it out and it seems as if it's a good opportunity
    c. As an investor if there is a chance of a big payoff
3. Buying care, I prefer
    a. An economy model with good performance ratings and extended warranty
    b. An exciting model, still unrated, with a standard warranty
    c. A sleek and prestigious vintage care that would increase in value but may be costly to maintain
4. Visiting a casino, I
    a. Generally feel uncomfortable
    b. Enjoy some games but budget how much I can afford to lose and stop after that
    c. Get caught up in the games and sometimes have big losses

1. I have discovered that I am most nervous around someone who
    a. Spreads frivolously and/or takes big risks with money
    b. Misses opportunities because of risk or fear
    c. Never takes a chance in hopes of a big payoff

Interpretation of results

Risk vs. Safety

- If you scored three or more A's, you tend to be safety oriented
- Three or more B's, you tend to be more at ease with some risk
- Three of more C's, you tend to be a risk taker

If you are taking inappropriate money decisions because you are miscalculating your willingness for risk taking, Kathleen Gurney, Chief Executive Officer of financial psychology corporation says, you might counter those reactions by taking the time to carefully consider any decisions about money before you make them. For those who are overly cautious, her suggestion is to take small calculated risks to build-up your confidence and risk tolerance.

High Involvement vs. Lack of involvement

1. At any given time, I know

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   a. my total assets and liabilities, down to the last Rs2000
   b. More or less, what my assets and liabilities are
   c. Which bills I have to pay from latest pay check
2. If the interest on my credit card were raised, I would
   a. Shop until I found a lower rate
   b. Look into a few other cards
   c. Go on paying as before because it's convenient
3. My personal cheque book is
   a. Always balanced
   b. Balanced every few cheques of every week
   c. Only balanced when I receive statement and sometimes not even then
4. If suddenly I have a much larger income, I would
   a. Manage all of it myself and enjoy doing it
   b. Work with my partner as well as with financial experts
   c. Hire financial expert as well as someone to manage my day-to-day expense money
5. I prefer an investment that
   a. Would make money for me if kept an eye on it constantly
   b. I need to evaluate only every few months
   c. I never have to worry about

Interpretation of results

High involvement vs. Lack of involvement

- Three or more A's -you tend to like being in charge of money
- Three or more B's - you tend to be responsible, but not share control
- Three of more C's - you tend to easily relinquish control over money

According to Gurney, those who score high in involvement need control over their money to have peace of mind.

Source: DuBrin, Andrew J. 'Human Relations: Career and Personal Success', Pearson Prentice Hall, 2005.

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Dubrin, A.J. (2005). Human Relations: Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 35

MANAGING PERSONAL FINANCES-2

Quotation
A small debt makes a man your debtor; a large one makes him your enemy.

Basic investment principles
In order to have happy, satisfied and financially secure life, in this lecture you will learn the investment principles.

After the spending plan results in money left over for savings and investments, the person might consider the following eight investment principles.
1. Spend less money than you earn. The key to lifelong financial security and peace of mind is to spend less money than you earn.
2. Invest early and steadily to capitalize on the benefits of compounding.
3. Keep reinvesting dividends.
4. Diversify your investments (use asset allocation). Do not invest all your savings in one business.
5. Maintain a disciplined, long-term approach. You must have a goal in your mind.
6. Practice contrary investing. To become wealthy, buy investments when the demand for them is very low and sell when the demand is very high.
7. Invest globally as well as domestically. Yet be aware of the risks, such as a currency devaluation or political turmoil.
8. Pay off debt. Paying off debt generally provides an outstanding return on investment.

Choosing your investment
After understanding key investment principles, the person is ready to invest. Investments can be categorized into two basic types:
1. Lending money (*fixed-income investment*)
2. Owning assets (*equity investment*)

Tolerance for Investment Risks
A key investment principle is that return and risk vary directly. The greater the risk, the greater the potential return; the lower the risk the smaller the potential return. A major principle related to risk taking is to decide how much and what kind of risk you can tolerate.

For example, one person might not be able to tolerate the risk of missing out on big profits in the stock market by putting money in a savings bank. A major factor in tolerating investment risks is that **most people are risk averse**.

Types of investments
These are various types of investments. You may feel that it is Western thinking but it is increasingly applicable in Pakistani set up. To help expand the reader's horizon, eleven types of investments are described here.
1. Certificates of Deposits.
These investment vehicles (CDs) require a time commitment from ten days to upwards of ten years, but they pay high interest.
2. Money-Market Funds.
Banks and other financial-service firms offer relatively high rates through money- market mutual

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funds. Many sophisticated investors use these funds as a parking place for cash between investments.

3. Treasury Securities.

The government offers different types of secure investments to the public: treasury bills, treasury notes, treasury bonds, defense savings certificates, etc.

4. Corporate Bonds.

Corporate bonds are essentially loans to businesses, and pay interest commensurate with their risk. The value of bonds fluctuates with current interest levels. *Junk bonds* offer a high yield because they are rated as having a high risk. Bonds can also be purchased through *bond funds* that are essentially a portfolio of bonds.

5. Common Stocks.

Investing in stocks usually means buying and selling common stocks. Most mutual funds invest in common stocks. Stock prices rise and fall over such tangible factors as the price of oil, fluctuations in interest rates, and outbreaks of disease.

6. Mutual Funds.

In this type of investment, a group of professionals invest your money in stocks, bonds, or other types of investments. Stock mutual funds are one of the most popular investment vehicles. ***Index funds*** have grown in favor in recent years. The fund automatically purchases the investments that make up a particular market index.

7. Real Estate.

A starting point in real estate investing is to be a homeowner. In the long-run, most homes increase in value faster than inflation, and offer tax advantages. An investment that is really a form of business ownership is income property—real estate that you rent to tenants.

8. Gold Bullion.

Gold has long been considered a sound long-term investment despite its serious decline in value in recent years. Another caution is that gold has to be stored safely, and it pays no dividends or interest. Yet gold funds increase during unstable economic times.

9. Coins, Antiques, Paintings, and other Collectibles.

If you are looking for an expensive hobby that might pay off financially, collectibles are ideal. A person should have a sound, diversified investment program before investing money in collectibles. Collectibles are speculative.

11. Life Insurance.

Financial planning usually includes some life insurance.

Choosing the right mix of investments

A major investment decision is how to allocate investments among interest-bearing accounts (including cash), stocks, and bonds. In general, young people are in a better position to take investment risks than those nearing retirement.

A prevailing rule of thumb is that if you invest in stocks, subtract your age from 100, giving you the about percentage that should be in stocks.

Five diversification strategies with respect to risk are

(1) Capital preservation,
(2) Income,
(3) Income and growth,
(4) Growth,
(5) Aggressive growth.

Selecting the right portfolio depends somewhat on emotional factors, as revealed by *behavioral economics.*

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One example is that most investors are loss averse. Procrastination also influences investing, especially the delay of planning.

Relative Return of Stocks and Bonds
During the last few years, large- company stocks have returned about 20 percent annually, and corporate bonds about 12-15 percent. Not all stocks and bonds yield the returns just mentioned. Mutual funds help lower the risk of achieving poor returns.

Human Relations Self Assessment
Are You Too Far in Debt?

1. **Is an increasing percentage of your income being spent to pay debts?**
2. **Do use credit to buy many of the things you bought in the past for cash?**
3. **Are you paying bills with money targeted for something else?**
4. **Have you taken out loans to consolidate your debts or asked for extensions on existing loans to reduce monthly payments?**
5. **Does your checkbook balance get lower by the month?**
6. **Do you pay the minimum amount due on your charge accounts each month?**
7. **Do you get dunning notices repeatedly (letters demanding payments) from your creditors?**
8. **Are you threatened with repossession of your car or cancellation of your credit cards or with other legal action?**
9. **Have you been drawing on your savings to pay regular bills that you used to pay out of your paycheck?**
10. **Do you depend on extra income, such as overtime and part-time work, to get to the end of the month?**
11. **Do you take out new installment loans before old ones are paid off?**
12. **Is your total savings less than three months' take-home pay?**
13. **Is your total installment credit (not counting mortgage) more than 20 Percent of your take-home pay?**
14. **Do you become horrorstruck when you look at your credit card bills?**
15. **Has a credit card company rejected your application in the past two years?**

If your answer is yes to two or more of the above questions, financial councilors would advise you to declare war on some of your debts.

Source: DuBrin, Andrew J. 'Human Relations: Career and Personal Success', Pearson Prentice Hall, 2005.

Managing and preventing debt
Dealing with debt is an important component of managing personal finances because the vast majority of people enter into debt at some time in their life.

A. Managing Credit Wisely
Many people need help managing debt. Paying back debt helps a person establish a credit record. Good credit is also important because prospective landlords and employers carefully consider an applicant's creditworthiness. Consider these guidelines:
1. Recognize the difference between good debt and bad debt.
2. Prepare a monthly spending plan to assess how much debt to assume. (A rule of thumb is for debt payments not to exceed 15 to 20 percent of monthly take-home pay, not including a home mortgage.)

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3. Stick to one major credit card and only one store card.
4. Review carefully whether you can handle credit extensions.
5. Consider a home equity loan for major purchases.
6. Reduce the principal on loans with each payment.
7. Save something each month, even as you are paying off debt.
8. If unable to pay your bills, talk to your creditors immediately.
9. Choose personal bankruptcy as a last desperate option.

B. Working Your Way Out of Debt
Most people must assertively attack their debts to improve their general well-being. A recommended technique for reducing debt is to **concentrate on one bill at a time.** You first pay off your smallest debt with a variable payment and then concentrate on your next-smallest variable-payment debt.

A more conventional approach to reducing debt is to apply any money available for debt repayment to the loan bearing the highest interest. If you are having problems getting out of debt, the problem could be that you are spending too much.

C. Staying Out of Debt (spend what you have)
Making purchases with cash, check, or debit cards prevents borrowing. Staying out of debt is often difficult because the debtor has deep-rooted problems that prompt him or her to use credit. Among these problems are; perceiving material objects as a way of gaining status, and purchasing goods and services to relieve depression.

Net worth and retiring rich Preparing
an annual net worth report
A potentially uplifting strategy of managing personal finances is to chart one's yearly financial status. You can accomplish this by annually evaluating your **net worth,** the difference between your assets and liabilities. It is best to include mostly **liquid assets—**those that can be converted to cash relatively quickly.

How to retire rich
To retire rich, start early and begin a savings or investment plan that is set aside for retirement only. Yet most Pakistani workers do not seem to start saving until mid age or later. Your retirement funds should be divided among stocks, bonds, short-term notes and cash, and perhaps real estate. People generally need about 75 percent of pre-retirement incomes to live comfortably during retirement.

References:
Dubrin, A.J. (2005). Human Relations: Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 36

ACHIEVING HAPPINESS-1

Quotes:
Happiness, a state of joy, pleasure, goodness, or satisfaction. A lifetime of happiness: no man alive could bear it: it would be hell on earth.
George Bernard Shaw (1856 - 1950) Irish playwright.
Happiness is not best achieved by those who seek it directly.
Bertrand Russell (1872 - 1970) British philosopher and mathematician.
There are two things to aim at in life: first, to get what you want; and after that, to enjoy it. Only the wisest of mankind achieve the second.
Logan Pearsall Smith (1865 - 1946) U.S.-born British writer.

Finding happiness and enhancing your personal life
This lecture takes an overview of the major issues involved in leading an enriched personal life, with an emphasis on the pursuit of happiness and achieving a good relationship between business partners and life partners. A lot of research is being conducted on happiness. According to a research Denmark is the top happiest country. Germany is the second happiest country.

1. Achieving happiness
Research and opinion about happiness indicate that people can take concrete steps to achieve happiness. Planning for happiness is possible because it appears to be somewhat under people's control. Many researchers consider happiness to be a natural human condition.

Lyken observes that those genes that combine to produce a happy person were favored by natural selection.

The spheres of life and happiness
Happiness is a by-product of having the various components of life working in harmony and synchrony. The various components of life must spin together like 6 gears. The components for many people would be:

(1) Work and career,
(2) Interpersonal life including loved ones,
(3) Physical and mental health,
(4) Financial health,
(5) Interests and pastimes, and
(6) Spiritual life or belief system.

For the long range, a state of happiness is dependent on all six spheres working in harmony. People vary with how much importance they attach to each sphere of life.
Yet a gross deficiency in any one sphere detracts from happiness.

The key to happiness
Keeping the spheres of life in harmony is one framework for achieving happiness. In addition, a wide range of opinion and research suggests eleven keys to happiness.

1. Give high priority to the pursuit of happiness.
2. Experience love and friendship, and value relations.
3. Develop a sense of self-esteem.
4. Work hard at what you enjoy and achieve the flow experience.
5. Appreciate the joys of day-to-day living.

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6. Be fair, kind, helpful, and trusting of others.
7. Have recreational fun in your life.
8. Learn to cope with grief, disappointment, setbacks, and stress.
9. Live with what you cannot change.
10. Energize yourself through physical fitness.
11. Satisfy your most important values.
12. Lead a meaningful life.

Human Relations Skills-Building Exercise

Achieving Happiness

The following exercises will help you develop attitudes that contribute mightily to happiness.

1. *Start the day off right.* Being each day with five minutes of positive thought and visualization. Commit to this for one week. When and how do you plan to fit this into your schedule?

_____

_____

_____

2. *Make a list of five virtues you believe in*. Examples would include patience, compassion, and helping the less fortunate.

_____

_____

_____

3. *Each week, for the next five weeks, incorporate a different virtue into your life.* On a sample index card, write this week's virtue in bold letter, such as "helping the less fortunate." Post the card in a prominent place. After you have completed one incident of helping the less fortunate, describe in about 10 to 25 words that you did. Also record the date and time.

_____

_____

_____

4. *Look for good things about new acquaintances.* List three students, customers, or coworkers you have just met. List three *positive* qualities about each.

_____

_____

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5. *List the positive qualities of fellow students or coworkers you dislike or have trouble working with.* Remember, keep looking for the good.

_____

_____

_____

6. *Think of school assignments or job tasks you dislike and write down the merits of these tasks.* Identify the benefits they bring you.

Source: Dubrin, Andrew J. 'Human Relations: Career and Personal Success', Pearson Prentice Hall, 2005.

References:

Dubrin, A.J. (2005). Human Relations: Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 37

ACHIEVING HAPPINESS-2

Definition of happiness
Happiness, a state of joy, pleasure, goodness, or satisfaction.
The secret of happiness
Decide to be Happy.
You feel the way you think and you act the way you feel. Everything has positive and negative both aspects. It is up to you which side you see. It is just like the example of a glass "half empty or half full". One will find the glass half full whereas the other might say half of the glass is empty. Different people think differently, so a particular phenomenon can be explained in the different perspectives.

The Five Principles of Psychological Functioning
According to a research the genes play a significant role in the happy personality of a person. But as far as the psychologists' point of view is concerned happiness is something which can be achieved by controlling the negative emotions and feelings of pessimism, cynicism, distrust, anger and annoyance.

A related approach to finding happiness is to follow the five principles of psychological functioning recommended by popular psychologist Richard Carlson. One can be happy by learning the techniques and skills of self-management.

1. The first principle is *thinking.* Directing your thinking in a positive direction will enhance your happiness. Think positive and be optimist. Positive thinking always leads towards acquiring happiness.
2. The second principle is *moods*. Ignoring bad moods contributes to happiness. Learn to control your mood.
3. The third principle is *separate psychological realities*, suggesting that you accept the idea that people think differently. All the people cannot think alike, you must have the ability to listen to the other peoples' point of view and accept them as they are.
4. The fourth principle is *feelings.* If you feel discontented, for example, clear the head and start thinking positively. Enjoy what you have, don't spoil your life by craving for what you don't have.
5. The fifth principle of psychological functioning is *the present moment.* The present moment is where most people find happiness and inner peace. One cannot change one's past, neither can predicts one's future. The only thing in one's hands is the present. Focus on your present and be happy.

Tips to achieve happiness
One can only be happy if one has the desire and intention to be happy. You should be aware of the things that spoil your mood so that you avoid or control such environment. Now we will have a look at the fourteen tips to be happy.

1) Endeavor to change the way you look at things. Always look at the bright side.
2) Think of solutions, not problems. If you keep on thinking about the problem, you will keep yourself unhappy. Try to find out the solutions to get rid of the problem.
3) Listen to relaxing, uplifting music. Take relaxing exercises. Meditation and indulging in your favorite activity will also be helpful in uplifting your mood.
4) Watch funny comedies that make you laugh.

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5) Each day, devote some time to reading a few pages of an inspiring book or article.
6) Watch your thoughts. Whenever you catch yourself thinking negative thoughts, start thinking of pleasant things. You can control your negative thinking by looking at the positive side of the phenomenon.
7) Always look at what you have done and not at what you haven't. Appreciate yourself for your achievements.
8) Each day do something good for yourself. Rewarding yourself with little things will keep you in good mood. For example, buying a book, eating something you like, watching your favorite program on TV, going to a movie, or just having a stroll on the beach.
9) Each day does at least one act to make others happy? It is equally important to do act for others as you like to do for yourself.
10) Always expect happiness.
11) Do not envy people who are happy. On the contrary, be happy for their happiness.
12) Associate with happy people, and try to learn from them to be happy. Remember, happiness is contagious.
13) Do your best to stay detached, when things do not proceed as intended and desired.
14) Detachment will help you stay calm and control your moods and reactions. Detachment is not indifference. It is the acceptance of the good and the bad and staying balanced.
15) Detachment has much to do with inner peace, and inner peace is conducive to happiness.
16) Smile more often. Smile, it costs nothing but gives a lot.

Your mind and Happiness

Depression could be defined as an illness whose main symptom is extreme unhappiness. If you are happy you cannot be depressed. If you are suffering from depression always seek help and support from a doctor.

Depression is an illness which exists in the mind and therefore the cure and prevention lies with treating the mind. What do you need to work on to become happier and less depressed? You should consider these factors curing depression.

1. Your mood
2. Yourself esteem
3. Your perceived situation
4. Yourself confidence
5. Your thinking
6. Your motivation
7. Your faith
8. Your purpose

Depression begins and lives in your mind. You are the one who is in charge of your mind and your thinking. You can become a happier person by bringing changes in your attitude and behavior.

A planned approach to finding a relationship

The problem -solving method can be used to enhance one's personal life despite claims that planning

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takes the romance out of personal life. Examples of widely used planned approaches are personal ads (both printed and voice mail), Internet dating services, and chat rooms on the Internet. Most methods of finding a relationship involve reaching out for another person. A key principle of finding romantic companionship is to be realistic in terms of the type of person you are likely to attract—one who will most likely be interested in you. Caring friends are always a source of pleasure and happiness.

An important consideration in searching for a relationship is to recognize when you are experiencing **quest fatigue**. It is the feeling of demoralization and disappointment that takes place when all your efforts at finding a nice caring friend fail. Give yourself time off from the search when quest fatigue occurs.

Why people are attracted to one another

As part of enriching social life, it is helpful to understand why people are attracted to each other. Understanding these forces may help in choosing a compatible person for a long-term relationship.

A. Balance Theory of Attraction

Balance theory states that people prefer relationships that are consistent or balanced. We are thus attracted to similar people because they reinforce our opinions and values. Moreover we are attracted towards those people who have the similar values and attitudes to avoid conflict. We feel more comfortable and like to associate with the likeminded persons for a smooth and happy relationship. It is natural phenomenon that people do not like to take psychological pressure or dissonance. Hence they tend to pick and choose the friends having similar characteristics.

B. Social Exchange Theory of Attraction

According to **social exchange theory**, human relationships are based mainly on self-interest. People match their social, physical, and other assets against a potential partner's. The closer the match, the more likely they will develop a long-term relationship. One explanation of these findings is that the feeling of being taken advantage of corrodes a relationship. It is also disturbing to feel that you are taking advantage of your partner.

If you are more demanding from a relationship, you might break that relationship by putting undue stress or pressure on that relationship.

References:

Dubrin, A.J. (2005). Human Relations: Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 38

ACHIEVING HAPPINESS-3

Quotes:

Happiness, a state of joy, pleasure, goodness, or satisfaction.

Major source of happiness is in smooth relations with people, especially your spouse.

Albert camus

You will never be happy if you continue to search for what happiness consists of. You will never live if you are looking for the meaning of life. **Albert Camus**

When you have once seen the glow of happiness on the face of a beloved person, you know that a man can have no vocation but to awaken that light on the faces surrounding him; and you are torn by the thought of the unhappiness and night you cast, by the mere fact of living, in the hearts you encounter. **Albert Schweitzer**

Success is not the key to happiness. Happiness is the key to success. If you love what you are doing, you will be successful. Happiness is something which everyone likes to achieve. To achieve happiness means to create those environments or situations through which one succeeds in doing what one likes. This lecture mainly focuses on the smooth and peaceful relationship with the family or spouse.

Need for intimacy

According to the theory of need for intimacy, love is an experience seated in the non-rational side of the brain. People generally have a strong need for intimacy, love and affection. When someone is in love or in affectionate relationship with someone, one feels secure and satisfied. Harry Stack Sullivan's definition of love and affection is relevant here:

"When the satisfaction or security of another person becomes as significant to one as is one's own satisfaction or security, and then the state of true love exists." It means in a strong intimate relationship one cares about other person's emotional needs and feelings.

A Biochemical Explanation of Attractiveness

According to the biochemical theory, our hormones direct us to sense or screen potential mates. After the initial biochemical attraction, our conscious, psychological preferences come into play. The interests and lifestyle preferences of the potential mate carry more weight after the initial attraction. While the biochemical factors are at work, the brain is processing the external clues people use to measure sex appeal. Among these factors are appearance, clothing, scent, body language, and voice.

A more specific explanation of attraction between people is based on the presence of *pheromones.* A person who emits high doses of pheromones will attract more partners.

Conversely, we are physically attracted to people with high doses of pheromones. After the initial physical attraction, other more rational factors are considered.

The Importance of choosing a spouse carefully

A study of 300 happy marriages revealed that the most frequently mentioned reason for such bliss was having a generally positive attitude toward each other.

Working out issues with relationships

Families face frequent conflicts. Suggestions for resolving conflict with spouses include the following:

1. Listen carefully and give feedback. It is helpful to express feelings and show that you understand the spouse's position.
2. Use more positive behaviors than negative behaviors during arguments. Some negative

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emotions used in arguments are more toxic than others, including criticism and contempt.

3. Define the real problem. Sometime problem arises when you really don't know the root cause of the problem. Hence to avoid conflict try to find out the actual problem and try to solve it.
4. Don't hit below the belt. Trust is the key to intimate relationships. Be open, clear and straightforward with each other.
5. Be prepared to compromise. In our patriarchal society, males always try to dominate. For a smooth and healthy relationship both the spouses should try to compromise and understand each others' position and point of view.
6. Minimize an accusatory tone. Accusing and blaming worsen the quality of the relationship. Try to avoid the blame game.
7. Use e-mail as a substitute for face-to-face confrontations. Sometimes it is difficult to face your spouse, under such circumstances you can use other ways of communication, e.g. writing a letter, SMS or phone call etc.
8. Be agreeable when appropriate.

HUMAN RELATIONS SELF-ASSESSMENT

Early Warning Signs of a Relationship in Trouble

You know your relationship with your spouse is in trouble and in need of revitalization when several or more of the indicators below are present.

- You observe that you spouse has terrible table manners.
- You perceive that you spouse is not as good as you thought previously.
- The sound your spouse makes with his or her teeth annoys you.
- Your conversation is confined to routine matters only; nothing new or interesting.
- You spend progressively less time with the spouse.
- You not pick each other frequently.
- Your frights are more frequent and last longer.
- Small tokens of affection like taking out almost disappear (applicable to young people, mostly.
- Your rarely mention good things about your spouse to other people.
- You look for an opportunity to spend time with your friends, watching television surfing the Internet rather than with your partner.

Source: DuBrin, Andrew J. 'Human Relations: Career and Personal Success', Pearson Prentice Hall, 2005.

Meeting the challenges of being a two-income family

Double-earner families are increasing at a fast pace. As the number of couples in which both partners have full-time jobs is increasing, complexity among the families' relationships is also increasing. Organizational support systems can play important role to reduce work-family conflicts. Following are suggestions that couples themselves can implement to increase the chances of a two-income household running more smoothly.

1. Establish priorities and manage time carefully. Sometime the career of one of the spouses might be more important than the other. This sort of issues can be prioritized by mutual understanding and discussion.
2. Deal with feelings of competitiveness. This feeling can harm the relationship.
3. Share big decisions equally. Many a time's conflicts arise due to not sharing the big decisions

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of life by the spouses. One should always take one's spouse in confidence in decision making.

4. Divide the household tasks equitably. Many women who work outside the home complain that they are responsible for too many household responsibilities. When household chores are divided unequally, conflict is probable.
5. Take turns being inconvenienced. Responsibilities can be shared by doing things turn by turn.
6. Develop adequate systems for childcare. Women usually devote a big part of their time for children. Fathers should also play their due role in childcare.
7. Decide who pays for what. In one study, it was shown that the "big pool" arrangement for dividing expenses led to the most satisfaction. This arrangement includes a joint account and personal spending money.

Keeping your relationship vibrant

One of the major challenges in personal life is to keep a relationship with the spouse vibrant. Many relationships that begin with enthusiasm end in a dull routine and separation. The relationships turning into routines may be avoided by taking some corrective measures with a little effort.

A. Keep warmth in the relationships

Warmth in a relationship may not last very long but must be renewed and revived intermittently. By breaking the monotony of life relationships can be kept vibrant. It can be done by changing the job, changing the city, being away from routine life for some time etc.

B. Hold Communication Sessions

One way to keep a relationship vibrant is to hold formal communication sessions in which you tell each other almost everything on your mind. Yet avoid damaging, hurtful thoughts. Brief communication sessions are particularly needed when you travel together because so many relationships take a turn while traveling. Share your feelings and problems.

C. Strive for Novelty in Your Relationship

A little creativity can go a long way in enhancing a relationship. Try pleasant surprises to keep your relationship vibrant and fun. Arrange a trip, buy a gift, etc.

D. Take an Optimistic View of the Relationship

Viewing your partner positively will often help the relationship to endure. Viewing your partner positively will often help the relationship stay romantic, and endure. A ten-year study suggested that couples endure who see each other through rose-colored glasses, and show positive behavior toward each other. More recent research by Gottman and his colleagues revealed that strong marriages have at least a five-to-one ratio of positive to negative interactions (as revealed by videotapes). As the ratio begins to drop, the marriage is at high risk for divorce.

E. Maintain a Non-possessive Relationship

In emerging social environment, **non-possessive relationship** will be more successful. The non-possessive relationship is one in which both partners maintain separate identities and strive for personal fulfillment. Yet both partners are still committed to each other.

References:

Dubrin, A.J. (2005). Human Relations: Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 39

APATHY AND ITS REMEDIES

Apathy

In this lecture we will focus on how apathetic behavior influences human relations. As apathy influences your behavior it influences your relations and the environments around you. We will try to understand the concept of apathy. Mainly our concern is the causes of apathy and how they can be addressed. In order to improve the quality of our relationships it is necessary to learn, how can we cure the apathy or apathetic behavior?

What is apathy? It is basically the name of inaction, not being concerned about what is happening around. If you feel disinterested with reference to your education, your family, your friends or the environment around you, it means the situation is alarming and you have apathetic behavior.

Let us try to understand the various definitions of apathy.

1. Apathy is the lack of feeling, emotion, interest or concern. Apathy can apply to an opinion, situation or life in general and can become a serious mental concern when you stop caring about everything and everyone around you (sometimes including yourself).
2. Apathy tries to move people away from its arch foe 'the Passion'.
3. An absence of emotion or enthusiasm
4. The trait of lacking enthusiasm for or interest in things generally
5. A lack of feeling or emotion.
6. (appa-thee) Apathy is a lack of energy, emotion or interest in what others generally find important.
7. A lack of interest or concern.
8. Indifference, lethargy, or general lack of emotion or feeling.
9. A feeling of personal non-interest or unconcern with politics.
10. Another term for passivity, submissiveness, and even numbness, reaching epidemic proportions when it comes to social, economic, environmental, and political issues?
11. Symptoms include lack of awareness, concern, social responsibility and action, which includes voting. This is particularly apparent for those in the 18 to 24 age group.
12. The phrase "who cares?" is now a widespread excuse not to care.
13. After all, caring, thinking, learning and development are difficult.

Apathy and Politics

It is simply easier for most of us to be stupid and allow ourselves to be led. If you are indifferent in taking part of the political activities and are not concerned about who is being elected in the elections, it is the indicator of apathy. 18-24 is an active age group. If you are passive at this age you are having apathy. Apathy makes you passive with reference to socio-political issues.

Apathy and health

Apathy affects the physical and mental health of the people. If the people, particularly the youth from the age group of 18-24, is not concerned about their health, it may also be indicating apathy.

Apathy and society

Apathy is permeating in our society increasingly. Suppose, if somebody happens to meet a road accident, nobody bothers to stop and look after him. It demonstrates the public apathetic behavior. It is a difficult and challenging process to encourage and to motivate individuals to take on responsibility, to become socially, culturally, economically, and environmentally conscious.

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Although both businesses and schools use the language of critical thinking, problem solving, effective communication, team building, respect, and social responsibility and involvement, the bottom line remains accountability.

Causes of apathy

Being only observers and showing no concern is a major cause of apathy. Our society's orientation toward entertainment is making them used to of easy lives. We have become a nation of observers watching with increasing enthusiasm as the sensationalism of the show intensifies. Debates on media have become an integral part of the entertainment industry and indicates pervasive apathy.

Consumerism and apathy

Politics aside, the consumerist inclination of our society is another factor that fosters apathy. We have become addicted to buy numerous products that we imagine make our lives easier and more appealing.

Passivity and apathy

Although it is very difficult to find out which behavior is apathetic at individual or societal level, yet it is very important to address the issue.

We are also controlled by our teachers, supervisors, and bosses. In fact submission is actually the opposite side of the coin of control. It is easier to be passively controlled, than it is to take initiative. It is also easier to control others than it is to stand up for principles.

Coping strategies for apathy

As 18-24 is an active age group, it is the most important to resolve the problem of this group. Apathy kills enthusiasm and entrepreneurship. One hesitates to take initiatives. Let us see how we can cope apathy.

1. Do not interpret a lack of initiation or activity as "laziness". Laziness might be the wrong description of apathy. So, try to differentiate laziness from apathy.
2. Educate family members and friends about the inability to begin or "initiate" behaviors and ask others to encourage participation in activities.
3. Gently guide behaviors, but respect "no".
4. Use calendars and routines as suggested earlier. It will help you address the apathetic behavior. Reward yourself for doing an act to cope with apathy.

Apathy and leaders

Leaders like to control and appreciate submissiveness and passivity. If you do not take charge of your life and take stand on principles. It will be injurious to your personal and organizational development and growth.

Cure or remedy

One should try to take remedial measures to address the issue of apathy.

1. If you are afflicted by apathy, then lack of direction may well be at the root of that.
2. It might be advisable to take a break and have a go at something you know you enjoy doing, but that has nothing whatsoever to do with what you're supposed to be doing.
3. If you can't raise any enthusiasm for your work, subvert it. Do something else what you like. Apathy kills your enthusiasm.
4. Exercise is a way of battling apathy. Physical exercise lessens apathy or inaction.
5. Get organized. Try to perform various tasks. Avoid monotony, it also generates apathy. You will become more productive, more active, and more useful by organizing your time.
6. Avoid watching television too much. Participate in activities like sports, etc.
7. Moving the mind. Think about various things happening to other people. If others are

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developing, how they are developing or making progress.

Selective Apathy

Is it possible to care too much? Is apathy a necessary evil, a self-defense mechanism that helps us cope with the stresses of modern living? If you care passionately about every cause, then you might collapse from exhaustion or end up thinking the world is hopeless and end up not caring about anything at all.

References:

Dubrin, A.J. (2005). Human Relations: Career and Personal Success. Upper Saddle River, New Jersey, 07458.

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Lesson 40

ENHANCING PERSONAL ETHICS-1

Ethics

To work according to the principles is considered a commendable attribute. It is usually said "he is a man of principles". When this is said it attaches some credibility to the person.

Ethics prescribe and proscribe certain behavior under specified conditions designed to preserve and promote the accountability and integrity of workers. Professional ethics can be understood as the rules of conduct that translate the profession's characteristic ideals, or ethos, into everyday practice. (Cartel & Denhardt, 1989)

Ethics may also be defined as a *set of standards that help to determine the difference between right or wrong*. An ethical decision requires deciding on what action or behavior is right or wrong. The character of the employees and the employers is the reflection of their values. The character traits that help people make ethical decisions develop over time. It is expected that consistency and persistency lies in their behavior.

Influence of Culture

Work ethics are considered as the control on the behavior of the workers under certain conditions. The ethical standards of the workers are molded by their social and historical traditions. The cultural environment determines ethical conduct and standards.
The ultimate standard of conduct for the workers is the realization of organizational goals along with personal and social interests.

Modern work ethics

In the organizations, the rules and regulations are formulated to promote accountability and integrity. Personal and organizational goals should be achieved following the principles and code of conduct of set by the organizations. People shall be guided in their work and their professional conduct by a balanced framework of values: **democratic, professional, ethical and people-oriented**

Democratic values

Employees shall give honest and impartial advice and make all information relevant to a decision available to the administration. Employees shall loyally implement administrative decisions.

Professional values

Serving with competence, excellence, efficiency, objectivity and impartiality comes under professional values. Employees shall Endeavour to ensure the proper, effective and efficient use of organizational resources.

Ethical values

Acting at all times in such a way as to uphold the social and organizational trust. Workers should perform their duties and arrange their private affairs so that organizational confidence and trust is maintained. If a conflict arises between the private interests and the organizational work, the conflict should normally be resolved in favor of the organization.

People values

It should always be remembered that the thrust of human relations lies in the courtesy and respect. Demonstrating respect, fairness and courtesy in dealings with fellow workers is as important as other

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values. Respect for human dignity and the value of every person should always inspire personal conduct and responsibility.

Managers should conduct ethical behavior

An organizational environment where high standards of conduct are encouraged by providing appropriate incentives for ethical behavior, such as adequate working conditions and effective performance assessment, has a direct impact on the daily practice of ethical standards.

Managers have an important role in this regard by providing consistent performance and conduct. The managers must show the traits of honesty, integrity, fairness, responsibility, respect for others, hard work, positive attitude through their behavior.

Performance of the workers is assessed through the workers' ethical conduct. If they follow the principles and code of conduct of the organizations, they are given rewards to promote and encourage their behavior. Some of the organizations pronounce their employees as 'employee of the month' or 'employee of the year'.

Why Be Concerned About Business Ethics?

People are motivated by both self-interest and moral commitments, so you have to watch out both carefully. The organizations that follow ethical values always have long term goals, instead of short term goals.

A good ethics reputation can enhance business.

Many unethical acts are illegal leading to financial loss and punishment. High ethics can increase quality of work life. The organizations working for long term goals develop goodwill and trust with the passage of time and people like to work with such organizations.

Common ethical problems

Being ethical isn't easy for many reasons including the complexity of ethical decisions and working in an unethical environment. Ethical violations by rank-and-file workers are widespread, particularly with respect to lying. Those who are in authority usually do not follow ethical principles or values. Sometimes it becomes difficult to work according to your principles and code of conduct. Some workers feel that they are not being treated fairly. Criterion for promotion should be the performance rather than personal likes or dislikes. Gender-based harassment is also observed at some work places which is illegal and unethical.

Many a times, conflict of interest arises. Under such circumstances you should make decisions in the interest of the organization.

References:

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Lesson 41

ENHANCING PERSONAL ETHICS-2

Ethics in Relationships

Rules are made to improve the efficiency and productivity whereas ethics improve the quality of human relations.

Ethical conduct

Professional ethics can be understood as the rules of conduct that translate the profession's characteristics ideals, or ethos, into everyday practice. (Cartel & Denhardt, 1989)

If you follow the rules given by society, you will be more successful in life and more useful for your organization. The truth is that good ethics sometimes is good business, but sometimes it's not. It depends on one's goals and how one defines good business. Sometimes, good ethics can end in bankruptcy. Of course, so can bad ethics. A fairer statement is that good ethics can be a very powerful business asset and that good things tend to happen to companies and individuals that consistently do the right thing and bad things tend to happen to those that even occasionally do the wrong thing. But the crucial point is that the moral obligation to live according to ethical principles is not dependent on whether it's advantageous. People of character do the right thing in the pursuit of virtue, not self-interest.

Common ethical problems

Here we discuss some common ethical problems that one has to face in workplace.

1. Dealing with confidential information. One should be careful while dealing with confidential matters of the organization.
2. Presentation of employment information (many people lie or distort information). Do not hide or distort any information when you apply for the job.
3. Use of corporate resources (e.g. using company resources for personal benefit). Companies' resources should not be used for personal benefit.
4. Misuse of computers and information technology (including piracy). Technology should not be misused. It is unethical.
5. Choosing between two rights: Dealing with **defining moments.** Sometimes one has to face the *dilemma* of choosing between two rights. Under such circumstances, only ethics can help you decide which way to go.

Guidelines for Behaving Ethically: Developing the Right Character Traits

Momentary and short term goals can be achieved by adopting unethical behavior. Ultimately they will harm you and your organization.

1. **Be honest.** This is the best policy to be successful in all walks of life.
2. **Demonstrate integrity.** Avoid compromising on principles all the time.
3. **Keep promises.** Develop trust by keeping promises.
4. **Be loyal**. This is the most important attribute in a human personality.
5. **Be responsible**. One should take the responsibility of the actions taken by one.
6. **Pursue excellence.** Try to perform in the best possible way what he/she is expected to do.
7. **Be kind and caring**. This sort of attitude brings peace in life.
8. **Treat all people with respect**. Be cautious while dealing with people. Give them due respect.
9. **Be fair**. Make it a part of your ethical standards.
10. **Be a good citizen**. Avoid undesirable activities.

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Guidelines for Behaving Ethically: Following a Guide to Ethical Decision Making
These points are of great importance, while taking decisions.

1. **Gather the facts.** If you have collected the right information and facts then you will be able to take right decisions.
2. **Define the ethical issues.** It will help you taking right decision.
3. **Identify the affected parties.** Keep in mind that is going to be affected by your decision.
4. **Identify the consequences.** Think about what can be the result of your decision.
5. **Identify the obligations.** Who is obligated to do what?
6. **Consider your character and integrity.**
7. **Think creatively about your potential actions.** You can minimize the bad consequences by thinking creatively.
8. **Check your intuition.** Whenever you make any decision, use your intuitive skills. It will help you in taking good decisions.
9. **Developing strong relationships with work associates.** (e.g., two people with strong ties to each other are more likely to be honest with each other.)
10. **Using corporate ethics programs.** (e.g., a committee that monitors ethical behaviour and an ethics training program)
11. **Follow an applicable code of professional conduct** (e.g., "A legal assistant must protect the confidences of a client…") an ethical relationship is a basic and trustworthy relationship between persons and organizations.

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Lesson 42

HELPING OTHERS GROW

Helping Others Grow

Helping others grow strengthens the human relationships. When you help others, you help yourself as well. When you pave the way for others, others will have positive feelings for you. They will give you respect and you will see that your relationships with others are improving. As a matter of fact you enrich your own life by being helpful to others.

Being a Nurturing, Positive Person

A mentor is characterized with the ability of the future vision to guide and lead people towards the achievement of their goals and objectives.

Sinha (1980) developed the concept of 'nurturant task leader', he describes it as …a nurturant and benevolent guide who cares for his subordinates and takes a personal interest in their well being and growth. He in fact helps them grow and mature so that they may assume greater responsibilities and may be competent to participate in decision-making. The nurturant task leader believes that it is through the task system that a meaningful, trusting and growth oriented inter-relationship may be developed in an organizational setting.

One can be a positive nurturing person by following these rules.

1. Understand that most people have needs of growth. There is hardly anyone who doesn't want promotion in life. Suppose if a person is employed as a clerk, it doesn't mean that he always have to live with that status. If you help him in improving his status he will have nice feelings for you.
2. Make a team with a coworker to form a network. If you are able to form a team, you can be more helpful to others. Networks play an important role in the personal and organizational development and growth.
3. Be a role model for others. When you demonstrate how to be a good worker, others would like to follow you.

A list of mentoring behavior

If you ensure some basic roles and responsibilities of a mentor, you will see the improved quality of relationships between the mentor and the mentee. Let us see, how you can be helpful to others by guiding and leading them towards their growth.

1. **Sponsor.** Sponsor others to help and assist them in getting jobs.
2. **Do coaching.** Provide guidance and coaching based on your past experiences.
3. **Protect others.** Everyone commits mistakes. If you protect others from the bad consequences of their mistakes, you will perform the job of a mentor.
4. **Share challenging tasks.** If you share some challenging task with your coworkers, it will be helpful in building confidence in them.
5. **Act as a referral agent.** If somebody needs your reference, be sincere and honest in telling the positive characteristics. And also you can refer your mentee to the one who can guide him in a better way than you can.
6. **Become a Role model.** Demonstrate through your behavior what you expect from your mentee.
7. **Giving support and encouragement.** People always need support and encouragement. You can do it by a number of ways. Some nice words can work wonders.
8. **Do counseling.** Develop a positive counseling relationship with your mentee.
9. **Providing friendship.** Friendly relationships give mental and psychological support which

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plays many a time vital role in the development of a person.

10. **Encourage problem solving.** Be helpful by identifying and solving problems.
11. **Explain complexities.** Life is becoming more and more complex. If you are better informed and others are confused about a particular situation. Try to solve the complexities of life.
12. **Teaching the right skills.** Make others learn how to be successful. Impart right and proper knowledge and skill to your mentees.
13. **Encourage continuous learning.** Changes are occurring all the time. Encourage your mentees to learn new skills and keep your knowledge up to date.

Coaching skills and techniques

Mentoring in the workplace is much talked about these days. How can we be a part of this process? Here are certain techniques and skills.

1. Provide specific (or **behavioral**) feedback. Giving feedback on technical and behavioral skills is necessary in the learning process.
2. Criticism may not be pinching and should be positive. Always offer constructive criticism. Negative criticism is harmful.
3. Encourage the person to speak. Share your strengths and weaknesses with your mentee. It will encourage him/her to communicate his/her thinking.
4. Ask useful and tough questions. Relevant questions about the problems and their solutions will develop the ability to think about the solutions of the problems.
5. Provide emotional support. Being friendly and supportive in learning process is very useful.
6. Provide constructive advice. Be a part of the others growth by giving a sincere piece of advice.
7. Use "could" rather than "should." Do not be authoritative, let others take decisions.
8. Interpret what is happening. If you are well informed and your interpretation proves to be right, you will develop trust among people.
9. Allow for modeling the desired performance. If others have better ideas, let them do it on their own way.

Principles of training

If others admire your knowledge and technical skills, you feel satisfied. You can also be helpful to others in making them learn certain skills.

1. Encourage concentration and make people focus. You can tell others how to focus and what to focus.
2. Use motivated interest (passion). If you make people motivated they may excel in any field of their interest.
3. Learn how to remember. People usually forget. It is very important to learn the technique of remembering things.
4. Ensure the meaningfulness of learning materials. Make sure that the notes and audio visuals are helpful in learning.
5. Give feedback on progress. Give periodic feedback on the lessons in constructive way.
6. Ask the trainee to reflect on what was learned. While you give feedback to others, ask for feedback for yourself as well.
7. Deal with trainee defensiveness. People usually resist new ways of doing things.
8. Use various **learning styles** (e.g. some people learning better in groups). Different people feel comfortable in different ways of learning. Some people like group learning, some like individual learning. Some like formal learning and some informal.

Tactics for Dealing with Difficult People

Dealing with difficult people is an art. Almost everyone has to face with difficult people in one form or the other. How to deal with difficult people at work place depends on your abilities. Here are a few tips to deal with difficult people.

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1. **Give ample feedback**. Don't be hostile or adverse. Constructive feedback improves the relationships.
2. **Criticize constructively**. Positive criticism will help others improve their behavior.
3. **Help the difficult person** feel more confident.
4. **Use tact and diplomacy**. If you are dealing with him/her tactfully, he/she would not remain that much difficult for you.
5. **Use non-hostile humor.** Do not take his/her undesirable attitude seriously. If you use humor and jokes in dealing with difficult people. It will decrease the tension.
6. **Reinforce civil behavior and good moods.** Be positive and civilized with others. You will become better worker and person if you learn to reinforce civil behavior.

Remember, it is always desirable to help others grow.

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Lesson 43

REVIEW-I

1. What is a Human Relation?
2. Meanings of Communication
3. Culture and Personality
4. Personality and Stress
5. Perception and Individual behavior
6. What is Group?
7. Attitude and Behavior
8. Theories of Motivation
9. Goal Setting and Motivation
10. Problem Solving and Cognition
11. Creativity and Characteristics of Creative Workers
12. Self-Defeating Behavior and Self-Defeating Attitude
13. Conflict and Conflict Resolution
14. Organizational Communication
15. Relationship of Self-Esteem with Childhood, Media and Public Image
16. Mentoring

1. What is a Human Relation?

The term Human Relations in its broadest sense covers all types of interactions among people. This subject focuses on the systematic analysis of human behavior, preventing conflict, and resolution of behavioral problems. In an organization; managers are concerned with three types of resources,

Physical resources;
Financial resources;
Human resources;

2. Meanings of Communication:

Communication has 3meanings, in any form

Pure Meaning: The meaning which I use through words e.g. dictionary.
Intended Meaning: Which I want to convey to another person in written or spoken form.
Perceived Meanings: Those messages that we convey and how these are taken by the different people.

3. Culture and Personality

Culture: Culture is that complex whole which includes knowledge, beliefs, art, norms, customs and any other habit acquired by a man as a member of a society".(Advertiler)

Personality: Personality is a sum total of habits, traits, characteristics of an individual. It is actually a force or power to do things.

Another important aspect of personality is intelligence quotient or IQ. In a job situation employers are interested it see how quickly employees can pick up instructions, learn more new skills and adapt to the change in demands such skills are rewarded and helpful in developing a successful career for the individuals and increase in organizations profit.

Types of Persons: A *person* is an entity having a distinct identity with certain distinguishable and

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persistent characteristics.
1. Type A: The Type A personality is characterized as fast moving, hardworking, time conscious, comparative, impatient and preoccupied with work.
2. Type B: The Type B personality is the opposite of Type A which is commonly associated with stress and is usually liked by the organizations today.

4. Personality and Stress
There is a deep relationship between **"personality and stress".** Stress plays a very important role in everyday life of an individual and is present in one form or another. Stress affects the personality as well as the performance of a person. If we understand the relation between stress and the personality, how they affect each other we will be able to channelize and manage stress in a better way.

Two types of stress
a. Positive stress-it is called u-stress; you perform well due to this stress e.g. Stress in exams makes you achieve better marks in the examination.
b. Negative stress: if you can't adjust to the demands of the situation then the stress is prolonged then this *negative* stress affects on your performance, your health and your over all personality. This aspect of personality is linked with stress. **Stress** is situation where there are demands on a person.

- **Social demands**
- **Organizational demands**
- **Situational demands**

Personal Tools to Control Stress: Tools of stress and personality enhance the work performance of a person. It is yourself confidence to do things.
Self perception: *Self perception is the picture you hold about yourself.*
Self awareness: Knowing yourself is self awareness.
Self worth: You should know your own worth and value of your work. Basically it is marketing of yourself as well as your capabilities.
Self love: You should appreciate yourself and your personality. If you don't love yourself you have negative feelings about yourself which creates negative stress.
Self esteem: Self esteem is earned through success and is very important. Taking responsibility and accomplishing the task will help to built up self esteem.
Self respect: Your own feelings about yourself are self respect; emotion is a respectable energy and a powerful source.

5. Perception and Individual Behavior
"Perception is a process through which people select, organize, interpret, retrieve and respond to information."

Three concepts of personality: Communication has many forms. Everyone who communicates through a picture, verbal design or with a landscape has its three meanings.

1. **Intended meanings,** the meanings which I want to convey to the audience.
2. The second meaning is **dictionary meaning** e.g. communication material, words I have used.
3. Most important is **"perceived meanings"** the meanings that you are getting .your meanings will b based on meanings that you are getting from the other person's speech.

Life World: In sociology there is a concept *"life world"*. Every person has a different life world. What are his life experiences? Due to different experiences a person views different things in different way.

Bias in Perception: Following are main factors that influence the process of perception development.

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- Stereotype images
- Expectations
- Projection
- Interest
- Selective exposure
- Frame of reference

6. What is a Group?

The organizations are using the word team for the groups now a day. So a group/team is "two or more people interacting to achieve an objective". This definition has three major components: Objective, Interaction, and Projective

Why do People Join Group: People join groups for a variety of reasons. Some group members are motivated by task concerns and others are motivated by interpersonal attraction to other group members.

1. Group Synergy: "The whole is greater than the sum of its parts, which also refers to group synergy.
2. Support and Commitment: A group may be more willing to take on a large project than would an individual.
3. Interpersonal Needs: Individuals often join a group to meet their interpersonal needs.

Roles in Groups

- **Task-Oriented Roles:** These are several roles which relate to the completion of the groups task
- **Social Roles:** Groups also have members who play certain social roles:
- **Individualistic Roles**: These roles place the group member above the group and are destructive to the group.

7. Attitude and Behavior

Attitude: Attitude is a usual way of doing things. Successes and failures in life depend upon the attitude of the individuals. If attitudes are positive, then human relations will be positive. And positive human relations are necessary for a successful life.

Behavior: The actions or reactions of a person or animal in response to external or internal stimuli.

Types of Attitudes

- **Positive attitude:** The predisposition that results in desirable outcomes for individuals and organizations can be described as positive attitude.
- **Negative attitude:** The tendency of a person that results in an undesirable outcome for individuals and organizations can be described as negative attitude.

How to change attitude

- **Cognitive approaches** focus on changing the way people think about an entity or object.
- **Behavioral approaches** focus reward and punishments for certain attitudes and behaviors.
- **Social approaches** focus on our tendency to copy the beliefs and behaviors of others.

8. Theories of Motivation

The Need Theory of Motivation: Personal needs and wants motivate people until these are satisfied. The need cycle shows the relationship with work and achievement:
Need □ Drive □ Actions □ Satisfaction Maslow's Hierarchy of Needs: Maslow's hierarchy of needs show that people strive to satisfy the following needs in a sequential order:

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- Safety
- Social
- Esteem
- Self-actualizing

9. Goal Setting and Motivation

Success demands identifying goals. Almost all successful people set goals and write them down for personal reminding.

Goal setting on the Job: Goal setting is important in both profit and nonprofit firms, especially in technical, professional and managerial jobs.

Types of personal goals: Personal goals can be divided into different groups: Social and family, hobbies and interests, physical and mental health, financial, etc.

Guidelines for Goal Setting: An action plan is needed to achieve goals.

- **Specify Goals:** Vague goals may delay action.
- **Concise Goals:** Use a short, punchy statement.
- **Set Realistic Goals:** A realistic goal represents the right amount of challenge for the person pursuing the goal. The higher a person's self-efficacy, the more likely he or she may think that a goal is realistic.
- **Set Goals for Different Time Periods:** Include daily, short-range, medium-range, and long-range goals.
- **Include Some Fantasy in Personal Goal Setting:** Fantasy goals reflect a vision of the ideal type of life one would like to lead. Such goals also facilitate relaxation.
- **Review Goals from Time to Time:** Some goals lose their relevance and therefore must be changed.

Techniques of Self-Motivation

- **Set goals for yourself:** Goal setting is fundamental to motivation.
- **Find intrinsically motivating work:** Intrinsic motivation refers to the natural tendency to seek out novelty and challenges, to extend and use one's capabilities.
- **Get feedback on your performance:** Feedback acts as a reward.
- **Apply behavior modification to yourself:** In using behavior modification, remember that self-rewards may be more effective than self-punishments in sustaining the right behavior.
- **Improve your skills relevant to your goals:** According to the expectancy theory of motivation, people need confidence in their skills to be motivated.
- **Raise your level of self-expectation:** The Galatea effect is the technical term for improving performance through raising one's expectations.
- **Develop a strong work ethic:** If you are committed to the idea that most work is valuable and that it is joyful to work hard, you will automatically become strongly motivated.

10. Problem Solving and Cognition

Personality influences a person's **cognitive style (intuitive skills).** It influences the mental processes used to perceive and make judgments from available information. The four dimensions of psychological functioning are: **(1)** Introverted (shy) versus extroverted, **(2)** Thinking versus feeling,**(3)** Sensing versus intuiting, and **(4)** Judging versus perceiving.

Ways to Solve Problems: A highly recommended way of solving problems and making decisions is to use the following steps.

1. Awareness of the Problem.

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2. Identify Causes of the Problem.
3. Find Creative Alternatives.
4. Weigh Alternatives.
5. Make the Choice.
6. Implement the Choice.
7. Evaluate the Choice.

11. Creativity and Characteristics of Creative Workers

Creativity: The ability to use 'imagination' or power of mind to develop new and original ideas or things.

Following are the characteristics of the creative workers

1. Knowledge
3. Intellectual Abilities
4. Personality

Improving creativity: Many strategies and techniques can improve creativity, and all of them help people move beyond intellectual constraints. The goal of these experiences is to think like a creative problem solver.

1. Concentrate on the problem or task: At limes, we think we are thinking intently about our problem, yet in reality we may be thinking about something that interferes with creativity. They can hamper the development of new ideas.
2. Overcome traditional mindset: Mental flexibility helps a person overcome a traditional mind set, a fixed way of thinking about objects and activities. An effective way of overcoming a traditional mind set into challenge, the status quo.
3. Discipline yourself to think laterally: Vertical thinking is an analytical, logical process that results in few answers. In contrast, lateral thinking spreads out to find many different alternative solutions to a problem. Critical thinking is vertical and creative thinking is lateral. To learn to think laterally, develop the mental set that every problem has multiple solutions.
4. Conduct brainstorming sessions: The best-known method of improving creativity is brainstorming, a technique by which group members think of multiple solutions to a problem.
5. Borrow creative ideas
6. Negate your own ruts or mental set
7. Establish idea quotas for yourself
8. Play the roles of explorer, artist, judge, and lawyer
9. Forced Associations. A widely used method of releasing creativity is the forced-association technique. Using this technique, individuals or groups solve a problem by making associations between the properties of two objects. A link is found between the properties of the random object and the problem object. The forced association is supposed to help solve the problem.

12. Self-Defeating Behavior and Self-Defeating Attitude

- **Self-Defeating Behavior:** In today's increasingly complex social and economic environment, most people have to overcome personal behavior as they influence their personal and work life.
- **Self-Defeating Attitude:** Self-defeating attitude is a tendency to act in such a way that one's behavior works against his/her own interests, either intentionally or unintentionally.
- **Positive attitude**

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A positive attitude gives you the power and confidence to approach every situation with the expectation that you will ultimately find the right thing to do -- and then do it.

Strategies to overcome Self-Defeating:
1. Examine Yourself and Make the Necessary Changes
2. Stop Blaming Others for Your Problems and Cursing Fate
3. Solicit Feedback on Your Actions
4. Learn from Criticism
5. Stop Denying the Existence of Problems
6. Visualize Self-Enhancing Behavior

Some personal problem

- **Drug Abuse:** All drugs may have serious side effects (for example, Relaxants, Heroine). Getting Help for Drug Abuse Problems. Drug abusers, like alcohol abusers, can also perceive their problem as a disease or maladaptive behavior thus directing their remedial strategy.
- **Internet Dependence:** An Internet dependence (or addiction) is a condition whereby a person spends so much time on the Internet that other work suffers and the person experiences sleep deprivation and neglects human contact.
- **Coping with the loss of a relationship:** A major personal problem many people encounter is the loss of a valued personal relationships, including separation, divorce, or death. Loss of intimacy in a relationship is another significant type of loss. The person who takes the initiative in terminating a relationship often has to cope with guilt.
- **Absenteeism and lateness:** Absenteeism and lateness are the leading factors of employee discipline. They are a form of career self-sabotage.
- **Depression and Neurobiological Disorders**: Disturbed emotions and brain malfunctioning can interfere with handling some aspects of job responsibilities well.
- **Dealing with anger:** Anger is a feeling of extreme hostility or displeasure. Anger creates stress and results in physiological changes such as enlarged pupils, and a flushed face.

13. Conflict and Conflict Resolution

Conflict is a condition that exists when two sets of demands, goals, or motives are incompatible or unmatchable.
Conflict resolution: Negotiation is treated as an important way of resolving conflict.
Why so Much Conflict Exists?

- Competition for Limited Resources
- The Generation Gap and Personality Clashes
- Aggressive Personalities
- Culturally Diverse Teams
- Competing Work and Family Demands
- Gender-based Harassment

The Good and Bad Side of Conflict: Conflict has both positive and negative consequences, much like work stress. On the positive side, the right amount of conflict enhances mental and emotional functioning and may lead to improved relationships. On the negative side, intense conflict may lead to physical and mental illness, wasted resources, sabota9e, excessive fatigue, and workplace violence including homicide.
Techniques for Resolving Conflicts

- Confrontation and Problem Solving Leading to Win-Win
- Disarm the opposition
- Cognitive Restructuring

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- Appeal top Third Party
- The Grievance Procedure

14. Organizational Communication

Management communication is especially important and most channels of communication with workers are based in the management. The major dimension of organizational communication is open communication that values diversity. In general, organizational communication is the compounded interpersonal communication process across an organization.

Process of communication: There are three technical steps for any communication to occur:

(1) Encoding (putting ideas into symbols), **(2)** Communication media,**(3)** Decoding (understanding the message)

Interpersonal communication and IT: Advances in information technology had both positive and negative impacts on interpersonal communicative- E-mail and Tele-comrnunication are two key domains for changes in communication created by information technology.

Barriers to Organizational Communication

- Perception
- Emotions (anger, fear, sadness, happiness)
- Filtering (process of altering the message for more favorable image)
- Trust and credibility
- Information overload
- Not listening (only hearing)
- Time and place
- Media selection

Improving communication skills

- Appeal to Human Needs and Time Your Messages
- Repeat Your Message, Using More Than One channel
- Have an Empowered Attitude and Be Persuasive
- Check for Comprehension and Feelings
- Minimize Defensive Communication
- Combat Info Overload
- Establishing Rapport
- Engage in Small Talk and constructive Gossip
- Improve Your Telephone and Voice-Mail and Speakerphone Communication Skills
- Use Presentation Technology to Your Advantage

Improving gender barriers to communication: Another strategy for overcoming communication barriers is to deal effectively with cultural differences. Two areas of cultural differences are those related to gender and geography. Gender differences in communication style have amused considerable interest, but they must be regarded as cultural stereotypes. Individual differences in communication style are usually more important than group (men versus women).

Types of organizational communication

- **Vertical Communication**

  Vertical communication is the flow of information both up and down the chain of command. It is usually official information. It is upward and downward.
- **Horizontal communication**

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It is the flow of information with people on the same or similar levels in the organizational hierarchy.

- **Grapevine communication (informal)**

It is "the informal transmission of information, gossip or rumor from person to person" The grapevine is the informal and unsanctioned information network within every organization.

- **Communication networks**

"The network helps employees make sense of the world around them and consequently provides a release from emotional stress and all informal information is undocumented." (Circle, chain, all channel etc)

Communication style: The patterns of behaviors that others can observe can be called communication style.

Basic communication styles

- **Emotive:** Tends to express high emotional opinions. Outspoken, use gestures and facial expressions.
- **Directing:** Determined to come to the top. Tend not to accept mistakes. Cold and have no feelings. Use always, never, don't.
- **Reflective:** Tends to avoid making a decision. Interested in detail. Formal and avoid displaying emotions.

Supportive: Attempts to win approval by agreeing with everyone. Seeks reassurance, refuses to take stand is apologetic.(Situational demands are important and one could be flexible to change style).

- **Versatility** when we speak of interpersonal relationships (an interaction involving at least two people), we contend that no one can do much about what another person says or does, but each of us can do something about what we say and do. And because dealing with others is such a major aspect of our lives, if we can control what we say and do to make others more comfortable, we can realistically expect our relationships to be more positive, or effective.

15. Relationship of Self-Esteem with Childhood, Media and Public Image

Self-esteem: "Appreciating my own worth and importance and having the character to be accountable for myself and to act responsibly towards others." Self-esteem can be thought of as the sum of self-confidence and self-respect." A child's life is a piece of paper on which every passer-by leaves a mark. Parents do not teach their children self-esteem. But they do shape it with positive and negative messages.

Childhood and self-esteem: Parental discipline is one way of telling children that parents care about them and what they do.

Media and self-esteem: The media play a strong part in how adolescents see themselves.

Self-esteem and public image:" First-rate people hire first-rate people. Second- rate people hire third-rate people." Individuals with secure self-esteem realize that in helping others succeed, they benefit themselves as well. Acceptance of others is a good indication that you accept yourself.

16. Mentoring

Mentors are peopling who have been where you want to go in your career and who are willing to act as your guide and friend.

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Lesson 44

REVIEW-II

1. Self Confidence and Self-Efficacy
2. Leadership: Difference between Leadership and Managerial ship
3. Theories of Leadership
4. Culture and Globalization
5. Major Dimensions of Cultural Differences
6. Developing a Good Relationship with your Manager or Team Leader, Co-Workers, Customers
7. Career and Steps for Choosing a Career
8. Targeting Job Search
9. What is a Resume?
10. Major Types of Resumes
11. Job interview
12. Developing Good Work Habits
13. Procrastination and Reasons of Procrastination
14. Time-Management Techniques

1. Self Confidence and Self-Efficacy Self Confidence:

Self-confidence is the ability and belief in our self to do those tasks that are given to us by our self or by other people in our family or from our employers. It is a kind of mental and physical force to do the job we are assigned to do.

Self-Efficacy

Self-efficacy is the belief in one's capability to perform a task.

Steps to build self-confidence:

These are certain steps which can be followed to build up self-confidence
Write down Personal Assets and Achievements:

- Develop a Solid Knowledge Base:
- Use positive self talk:
- Avoid Negative Self-Talk:
- Use Positive Visual Imagery:
- Strive for Peak Performance:
- Bounce Back from Setbacks and Embarrassments:
- Get Past the Emotional Turmoil:
- Find a Creative Solution to Your Problem:

2. Leadership: Difference between leadership and managerial ship Leadership

It is the process of bringing about positive changes and influencing others to achieve organizational goals.

Character Attributes of Leaders:

People must have these attributes to be a leader. If these attributes are not found in a person, he/she can be a manager but not a leader.

1. Integrity
2. Honesty

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3. Loyalty
4. Selflessness
5. Compassion
6. Competency
7. Respectfulness
8. Fairness
9. Responsibility
10. Decisiveness
11. Spiritual appreciation
12. Cooperativeness

Difference between leadership and managerial ship:
The **manager** plays the role of caretaker or system stabilizer responsible for day-to-day routine maintenance, supervision and administration of the existing system of operation.

Leaders, however, play the role of change agents responsible for effectively bringing about changes or transformations in the existing system and its members.

3. Theories of leadership
1. Big man theory:
This kind of theory is about the leaders who are called leaders by birth or born leaders.
2. Contingency theory:
In this category fall those individuals who become leaders out of circumstances.
3. Trait theory:
In this type of theory behavioral traits or characteristics are taught and learnt through training.

4. Culture and Globalization Culture
Culture is a learned and shared system of knowledge, beliefs, values, attitudes, and norms.

Globalization
Globalization and cross-cultural diversity clearly opens up opportunities for development. Globalization is introducing and instilling cross cultural values in people. Globalization refers to the spread of new forms of non–territorial social activity (Ruggie, 1993; Scholte, 2000). Human relations have become diverse due to the increasing personal and workplace complexities.

5. Major Dimensions of Cultural Differences:
Seven dimensions (or facets) of cultural values that help explain how cultures differ from each other are described here.
1. Individualism vs. collectivism:
2. Acceptance of power and authority:
4. Materialism vs. concern for others:
4. Formality vs. informality:
5. Urgent time orientation vs. casual time orientation:
6. Work orientation vs. leisure orientation:
7. High context vs. low-context cultures:

Barriers to cross-cultural relations:
There are several factors that create problems in developing smooth cross-cultural relations, including communication problems. In this lesson we will focus on those barriers or handicaps which become hindrance in the way of developing better interpersonal cross-cultural relationships.

- Perceptual Expectations
- Ethnocentrism
- Intergroup Rather than Interpersonal Relationships
- Stereotypes in Intergroup Relations
- Different Norms and Codes of Conduct

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- Unintentional Micro-Inequities (use of thumb for OK)

Strategies to improve cross-cultural relations:

Here we take a systematic look at approaches people can use on their own along with training programs designed to improve cross-cultural relations.

- Develop Cultural Sensitivity
- Focus on Individuals Rather than Groups
- Respect all Workers and Cultures
- Value Cultural Differences
- Minimize Cultural Bloopers/embarrassments
- Participate in Cultural Training
- Foreign language training
- Diversity training

6. Developing a good relationship with your manager or team leader, Co-workers, Customers Developing a good relationship with your manager or team leader

The approaches are grouped into two categories:

1. Creating a favorable impression on your manager or team leader
2. Coping with an intolerable manager

1. Impressing your manager

- Achieve Good Job Performance
- Display a Strong Work Ethic
- Demonstrate Good Emotional Intelligence
- Be Dependable and Honest
- Be a Good Organizational Citizen
- Create a Strong Presence
- Find Out What Your Manager Expects of You
- Minimize Complaints
- Avoid Bypassing Your Manager
- Use Discretion in Socializing With Your Manager
- Engage in Favorable Interaction with Your Manager

2. Coping with a problem manager

- Reevaluate Your Manager
- Confront Your Manager about the Problem
- Learn from Your Manager's Mistakes

Building Good Relations with Co-workers

- Develop Allies through Being Civil
- Make Co-workers feel important
- Maintain Honest and Open Relationships
- Be a Team Player
- Avoid backstabbing
- Follow Groups Standards of Conduct
- Express an Interest in the Work and Personal Life of Others
- Use Appropriate Compliments
- Deal Effectively with Difficult People

Building good relationships with customers

Success on the job also requires good relationships with both external and internal customers. An

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employee whose thoughts and actions are geared toward helping customers has a **customer service orientation.** Good service is the primary factor that keeps customers coming back. Profits jump considerably as the customer is retained over time. Suggestions for achieving high-level customer service are as follows:

1. Establish customer satisfaction goals.
2. Understand your customer's needs and place them first.
3. Show care and concern.
4. Communicate a positive attitude.
5. Make the buyer feel good.
6. Display strong business ethics.
7. Be helpful rather than defensive when a customer complains.
8. Invite the customer back.
9. Avoid rudeness.

In short, good customer service stems naturally from practicing good human relations.

7. Career and steps for choosing a career

A career is a series of related job experiences that fit into a meaningful pattern. A general strategy for making a sound career choice is to understand first the inner you, including what you have to offer, and then match that information with information in the outside world.

Ten steps for choosing a career

We can identify a career following these ten steps which is more compatible with our interest

1. Begin with your values
2. Identify your skills and talents
3. Identify your preferences
4. Experiment
5. Become broadly literate
6. In your first job, opt for experience first and money second
7. Aim for a job in which you can be committed
8. Build your life style around your income, not your expectations
9. Invest five percent of your income, energy, and money into furthering your career
10. Be willing to change and adapt

8. Targeting job search

There are certain points which we should keep in mind while looking for a job.

- Would I feel more comfortable working in an office with hundreds of other people? Or would I prefer just a handful of coworkers?
- Would I prefer working in a place where people went out of their way to dress in a stylish manner? Or would I prefer an informal place where not so much emphasis was placed on appearance?
- Would I prefer to work in a small town or in a busy metropolitan area?
- How important is access to stores and restaurants?
- Would it be best for me to work where I could rely on public transportation
- Would I really prefer an easygoing atmosphere or a highly competitive environment?
- How important are the social aspects of work to me?

9. What is a Resume?

Resume is the first meeting between an employee and a prospective employer. Resumes introduce the applicant with the prospective employer. It is the document which encloses the educational qualification, relevant work experience, and personal detail of a person submitted to an employer or

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some other authority for securing a job.

Forms of contact

We can communicate in a number of ways, which are as follows:

- Written
- Spoken
- CV (curriculum vitae)
- Letter

10. Major types of resumes

Writing a resume is an art. It is written in various types and forms. Some of its popular forms are:

- The **chronological résumé** presents facts in reverse chronological order.
- The **functional résumé** organizes skills and accomplishments into the function performed.
- The **targeted résumé** focuses on a specific job target and only presents information relevant to that target.
- The **creative resume** presents skills in a creative form
- The **gimmickry resume** is also to get the attention of the prospective employer.

11. Job Interview

Interview is a technique to assess the interviewee by the interviewer whether he/she is fit for that particular job for which he/she is being interviewed. The process of recruiting of suitable persons through interview is essential to run the organizational affairs.

Successful interview

You can learn to be prepared for the interview. Some suggestions for having a successful interview follow as under:

1. Prepare in advance (including memorizing basic facts about you).
2. Dress appropriately (match the type of employer).
3. Focus on important job factors (not benefits and vacations).
4. Be prepared for a frank discussion of your strengths and areas for improvement.
5. Do not knock former employers. Avoid talking negatively about your previous employers.
6. Ask a few good questions.
7. Let the interviewer introduce the topic of compensation.
8. Smile and exhibit a positive attitude. Don't show dejected or depressed.
9. Emphasize how your skills can benefit the employer.
10. Avoid appearing desperate.
11. Ask for the job and follow through (with a thank you letter).

12. Developing Good Work Habits Work habits

Work habits refer to a person's characteristic approach to work, including such things as organization, priority setting, and handling of paper work and e-mail.

Good work habits

Good work habits means, being organized and prioritizing tasks according to their importance. Good work habits and time management are extremely important because of the current emphasis on enhancing productivity.

- Good work habits can be developed by following these certain principles/rules.
- Develop a Mission, Goals, and a Strong Work Ethic
- Value Your Time
- Value Neatness, Orderliness, and Speed
- Work Smarter, Not Harder
- Become Self-Employed Psychologically

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- Appreciate the Importance of Rest and Relaxation

13. Procrastination and Reasons of Procrastination

Procrastination

The productivity can be enhanced by improving work habits relating to procrastination. Productivity is the amount of quality work done with the resources consumed. The leading cause of poor productivity and career self-sabotage is **procrastination,** delaying a task for an invalid or weak reason. Even productive people have problems with procrastination at times.

Key reasons for procrastination include: Unpleasant tasks

If you do not like the tasks or assignments which you are supposed to do, might be the reason of delaying them.

Overwhelming

Sometimes you think that the task given to you is so huge that you cannot handle, you keep on hesitating to initiate it.

Concerns about negative consequences of one's work

Sometimes the fear of negative results of doing a task becomes the reason of postponing it. **Fear of success** (worry about assuming too much responsibility)

Lack of a perceived meaningful reward for doing the task

If you feel that you would not be rewarded meaningfully, you would hesitate to do that work.

Enjoyment of the rush derived from scrambling to make a deadline

Some people enjoy doing things at the eleventh hour.

Perfectionism

People also become victim of procrastination due to the habit of perfectionism.

Techniques for Reducing Procrastination

Being aware of the productivity consequences of procrastination is a good start for reducing procrastination. A few specific techniques are also helpful.

- Cost of procrastination
- Counter attack
- Jump-start
- Sub-divide the large task
- Motivate yourself with rewards and punishments
- WIFO (worst in first out)
- Commitment to other people
- Express positively

14. Time-Management Techniques

The appropriate time-management techniques are also necessary to achieve high personal productivity.

- Clean Up and Get Organized
- Plan Your Activities
- Get off to a Good Start
- Make Good Use of Office Technology
- Concentrate on One Key Task at a Time
- Work at a Steady Pace
- Create Some Quiet, Uninterrupted Time
- Streamline Your Work and Emphasize Important Tasks
- Make Use of Bits of Time

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Lesson 45

REVIEW-III

1. New model of career advancement
2. Taking control of yourself
3. Exerting control over the outside world
4. Managing personal finances
5. Budget
6. Achieving happiness
7. Apathy
8. Enhancing personal ethics
9. Helping Others Grow

1. New model of career advancement

The key components of the new model of career advancement are as follows:

Career portability (components)

1) More emphasis on horizontal growth, with a focus on new learning.
2) More emphasis on temporary leadership assignments.
3) Climbing the ladder of self-fulfillment
4) Being promoted as much for learn-how as know-how.

2. Taking control of yourself

If you have control over yourself then you will have control over the resources around. These points play an important role in taking control of yourself.

- Develop Outstanding Interpersonal Skills
- Develop Expertise, Passion, and Pride
- Develop a Code of Professional Ethics

An ethical code determines what behavior is right or wrong, good or bad, based on values. When faced with an ethical dilemma, ask yourself three questions:
(1) Is it legal?
(2) Is it balanced? And (3) Is it right?

- Perform Well Including Going beyond Your Job Description
- Create Good First Impressions
- Document Your Accomplishments
- Be Conventional In Your Behavior
- Take a Creative Approach to Your Job
- Keep Growing through Continuous Learning and Self-Development
- Observe Proper Etiquette
- Develop a Proactive Personality
- Take Sensible Risks
- Learn to Manage Adversity
- Develop the Brand Called You

3. Exerting control over the outside world

Exert some control over the outside environment. If the environment is not totally controlled, at least it is juggled to one's advantage.
A. Develop a Flexible Career Path

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1. The Traditional Career Path
2. The Horizontal Career Path

B. Have an Action Plan to Reach Your Goals
C. Achieve Broad Experience
D. Be Visible
E. Find a Mentor
F. Manage Luck
G. Balance Your Life

4. Managing personal finances-1

Tips for managing personal finances

- **Having a long term debt**
  It is not advisable to borrow money for longer period of time. Suppose the leasing of a car would be counterproductive, if you take it for seven years or more. In this way you will end up in paying more amount of money.
- **Giving Control of Your Money to Someone Else**
  If you give control of your money in the hands of others they might spend it lavishly.
- **Spending Leaks**
  Spend your money according to the budget.
- **Not Setting Goals**
  If you have not set any goals, you cannot manage your finances.
- **Incurring Too Much Debt**
  It is not a good habit to incur debts more than your needs. Avoid incurring debts unnecessarily. It will be difficult to repay the debts in future.
- **Cashing Out Retirement Funds**
  Avoid cashing out retirement funds. You will leave with nothing if you spend it earlier.

5. Budget

A **budget** is a plan for spending money to improve your chances of using your money wisely and not spending more than net income.

Steps in budget making

Developing a budget can be divided into a series of logical steps.

- **Estimating income**

First of all estimate your income and then plan the spending of money. You should be aware of the total amount that you have in order to develop realistic budget.

- **Estimating expenses**

Do this by keeping careful track of current spending.

- **Comparing expenses and income.**

Remember that the true profit from your labor is the difference between your net income and total expenses. If you spend all your money and you are left with nothing, it is not sensible. You must save something for unseen expenses that may arise in future.

- **Carrying out the budget**

Try to spend money according to your budget. If you spend more than the expected amount on various things, then it is no use of making budget.

- **Evaluating the Plan**

A budget usually needs reworking until it fits your needs. You can evaluate your budget time to time.

Basic investment principles

In order to have happy, satisfied and financially secure life, in this lecture you will learn the investment

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principles. The person might consider the following eight investment principles.
1. Spend less money than you earn. The key to lifelong financial security and peace of mind is to spend less money than you earn.
2. Invest early and steadily to capitalize on the benefits of compounding.
3. Keep reinvesting dividends.
4. Diversify your investments (use asset allocation). Do not invest all your savings in one business.
5. Maintain a disciplined, long-term approach. You must have a goal in your mind.
6. Practice contrary investing. To become wealthy, buy investments when the demand for them is very low and sell when the demand is very high.
7. Invest globally as well as domestically. Yet be aware of the risks, such as a currency devaluation or political turmoil.
8. Pay off debt. Paying off debt generally provides an outstanding return on investment.

Choosing your investment
After understanding key investment principles, the person is ready to invest. Investments can be categorized into two basic types:
1. Lending money (*fixed-income investment*)
2. Owning assets (*equity investment*)

Types of investments
These are various types of investments.
1. Certificates of Deposits.
These investment vehicles (CDs) require a time commitment from ten days to upwards of ten years, but they pay high interest.
2. Money-Market Funds.
Banks and other financial-service firms offer relatively high rates through money-market mutual funds.
3. Treasury Securities.
The government offers different types of secure investments to the public: treasury bills, treasury notes, treasury bonds, defense savings certificates, etc.
4. Corporate Bonds.
Corporate bonds are essentially loans to businesses, and pay interest commensurate with their risk.
5. Common Stocks.
Investing in stocks usually means buying and selling common stocks.
6. Mutual Funds.
In this type of investment, a group of professionals invest your money in stocks, bonds, or other types of investments.
7. Real Estate.
A starting point in real estate investing is to be a homeowner. In the long-run, most homes increase in value faster than inflation, and offer tax advantages.
8. Gold Bullion.
Gold has long been considered a sound long-term investment despite its serious decline in value in recent years.
9. Coins, Antiques, Paintings, and other Collectibles.
If you are looking for an expensive hobby that might pay off financially, collectibles are ideal.
10. Life Insurance.
Financial planning usually includes some life insurance.

6. Achieving happiness

Research and opinion about happiness indicate that people can take concrete steps to achieve happiness. Planning for happiness is possible because it appears to be somewhat under people's control. Many researchers consider happiness to be a natural human condition. Lyken observes that those genes that

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combine to produce a happy person were favored by natural selection.

Happiness is a by-product of having the various components of life working in harmony and synchrony. The various components of life must spin together like 6 gears. The components for many people would be:

- Work and career,
- Interpersonal life including loved ones,
- Physical and mental health,
- Financial health,
- Interests and pastimes, and
- Spiritual life or belief system.

A related approach to finding happiness is to follow the five principles of psychological functioning recommended by popular psychologist Richard Carlson. One can be happy by learning the techniques and skills of self-management.

- The first principle is *thinking.* Directing your thinking in a positive direction will enhance your happiness. Think positive and be optimist. Positive thinking always leads towards acquiring happiness.
- The second principle is *moods*. Ignoring bad moods contributes to happiness. Learn to control your mood.
- The third principle is *separate psychological realities*, suggesting that you accept the idea that people think differently. All the people cannot think alike, you must have the ability to listen to the other peoples' point of view and accept them as they are.
- The fourth principle is *feelings.* If you feel discontented, for example, clear the head and start thinking positively. Enjoy what you have, don't spoil your life by craving for what you don't have.
- The fifth principle of psychological functioning is *the present moment.* The present moment is where most people find happiness and inner peace. One cannot change one's past, neither can predicts one's future. The only thing in one's hands is the present. Focus on your present and be happy.

7. Apathy

Apathy is the lack of feeling, emotion, interest or concern. Apathy can apply to an opinion, situation or life in general and can become a serious mental concern when you stop caring about everything and everyone around you (sometimes including yourself).

Apathy and society: Apathy is permeating in our society increasingly. Suppose, if somebody happens to meet a road accident, nobody bothers to stop and look after him. It demonstrates the public apathetic behavior. It is a difficult and challenging process to encourage and to motivate individuals to take on responsibility, to become socially, culturally, economically, and environmentally conscious.

Apathy and leaders: Leaders like to control and appreciate submissiveness and passivity. If you do not take charge of your life and take stand on principles. It will be injurious to your personal and organizational development and growth.

Cure or remedy: One should try to take remedial measures to address the issue of apathy.

- If you are afflicted by apathy, then lack of direction may well be at the root of that.

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- It might be advisable to take a break and have a go at something you know you enjoy doing, but that has nothing whatsoever to do with what you're supposed to be doing.
- *If you can't raise any enthusiasm for your work, subvert it.* Do something else what you like. Apathy kills your enthusiasm.
- Exercise is a way of battling apathy. Physical exercise lessens apathy or inaction.
- Get organized. Try to perform various tasks. Avoid monotony, it also generates apathy. You will become more productive, more active, more useful by organizing your time.
- Avoid watching television too much. Participate in activities like sports, etc.
- Moving the mind. Think about various things happening to other people. If others are developing, how they are developing or making progress.

8. Enhancing personal ethics

Ethics may also be defined as a set of standards that help to determine the difference between right or wrong.

Modern work ethics: In the organizations, the rules and regulations are formulated to promote accountability and integrity. Personal and organizational goals should be achieved following the principles and code of conduct of set by the organizations. People shall be guided in their work and their professional conduct by a balanced framework of values: **democratic, professional, ethical and people-oriented.**

Ethical values: Acting at all times in such a way as to uphold the social and organizational trust. Workers should perform their duties and arrange their private affairs so that organizational confidence and trust is maintained. If a conflict arises between the private interests and the organizational work, the conflict should normally be resolved in favor of the organization.

Why Be Concerned About Business Ethics? People are motivated by both self-interest and moral commitments, so you have to watch out both carefully. The organizations that follow ethical values always have long term goals, instead of short term goals.

Common ethical problems: Here we discuss some common ethical problems that one has to face in workplace.

- Dealing with confidential information.
- Presentation of employment information (many people lie or distort information).
- Use of corporate resources (e.g. using company resources for personal benefit).
- Misuse of computers and information technology (including piracy).
- Choosing between two rights: Dealing with **defining moments.**

Guidelines for Behaving Ethically:

Following a Guide to Ethical Decision Making

These points are of great importance, while taking decisions.

- **Gather the facts.** If you have collected the right information and facts then you will be able to take right decisions.
- **Define the ethical issues.** It will help you taking right decision.
- **Identify the affected parties.** Keep in mind that is going to be affected by your decision.
- **Identify the consequences.** Think about what can be the result of your decision.
- **Identify the obligations.** Who is obligated to do what?
- **Consider your character and integrity.**
- **Think creatively about your potential actions.** You can minimize the bad consequences by thinking creatively.

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- **Check your intuition.** Whenever you make any decision, use your intuitive skills. It will help you in taking good decisions.
- **Developing strong relationships with work associates.** (e.g., two people with strong ties to each other are more likely to be honest with each other.)
- **Using corporate ethics programs.** (e.g., a committee that monitors ethical behavior and an ethics training program)
- **Follow an applicable code of professional conduct** (e.g., "A legal assistant must protect the confidences of a client…") an ethical relationship is a basic and trustworthy relationship between persons and organizations.

9. Helping Others Grow

Helping others grow strengthens the human relationships. When you help others, you help yourself as well. When you pave the way for others, others will have positive feelings for you. They will give you respect and you will see that your relationships with others are improving. As a matter of fact you enrich your own life by being helpful to others.

Tactics for Dealing with Difficult People

Dealing with difficult people is an art. Almost everyone has to face with difficult people in one form or the other. How to deal with difficult people at work place depends on your abilities. Here are a few tips to deal with difficult people.

- **Give ample feedback**. Don't be hostile or adverse. Constructive feedback improves the relationships.
- **Criticize constructively**. Positive criticism will help others improve their behavior.
- **Help the difficult person** feel more confident.
- **Use tact and diplomacy**. If you are dealing with him/her tactfully, he/she would not remain that much difficult for you.
- **Use non-hostile humor.** Do not take his/her undesirable attitude seriously. If you use humor and jokes in dealing with difficult people. It will decrease the tension.
- **Reinforce civil behavior and good moods.** Be positive and civilized with others. You will become better worker and person if you learn to reinforce civil behavior.
  Remember, it is always desirable to help others grow.

Good luck

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