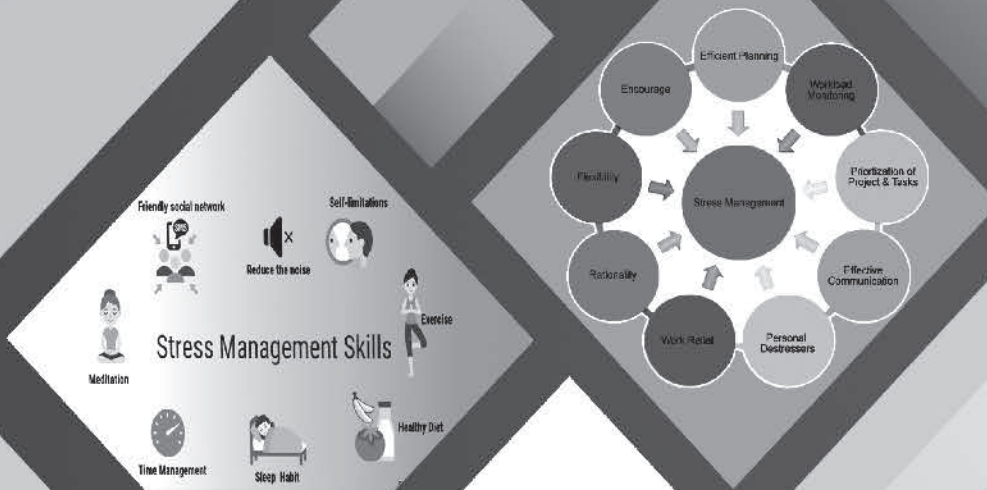**DEPARTMENT OF AGRICULTURE AND FARMERS WELFARE**

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TIME AND STRESS MANAGEMENT

TRAINING MANUAL

DIRECTOR
STATE AGRICULTURAL MANAGEMENT AND EXTENSION TRAINING INSTITUTE (SAMETI)
KUDUMIYANMALAI.

DEPARTMENT OF AGRICULTURE AND FARMERS WELFARE

Dr.P.Sankaralingam, Ph.D.,
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Foreword

Time management is a way to find the time for all the things you want and need to do. It helps you decide which things are urgent and which can wait. Learning how to manage your time, activities, and commitments can be hard. But doing so can make your life easier, less stressful, and more meaningful. The connection between time and stress management is learning how to manage your time properly to be more productive to avoid feeling stressed. If you know how to manage your time correctly, tasks seem to be easier and stress-free in the long run. People who are always under stress are prone to mental health problems, most especially depression. If your stress has reached an unmanageable level, then now is probably the best time to teach you how to manage stress in a healthy way, and most importantly, help you prevent mental illness. The ultimate goal is work-life balance, stress relief under pressure, and overall mental well-being.

In this connection SAMETI, has planned to conduct the training on "Time and Stress management" to equip extension functionaries of Department of Agriculture and farmers welfare with practical skills to cope with time and stress management.

I extend my sincere thanks to Scientists of TNAU and all the Staffs of SAMETI for the preparation of technical manual for this training

Best wishes

Date:- 04.07.2022

Director,

Place:- Kudumiyanmalai

SAMETI, Kudumiyanmalai

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What Makes a Leader: Discovering Your Authentic Leadership

Dr.V.M.Indumathi
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CEOs and other top executives know that one of their most important jobs is management succession, and they are well aware that the process of identifying potential leaders is neither simple nor straightforward. They fully realize that leadership is a complex, multifaceted capability, with myriad nuances and subtleties and that the characteristics that can help a person succeed in one environment (turning around a losing division, for instance) may lead to failure in another situation (such as starting up a new business). Despite this awareness and the best of intentions, many senior executives make the costly and painful mistake of tapping the wrong person for a key position.

In our experience helping companies predict which people are most likely to succeed in roles of broader responsibility, we have found that CEOs, presidents, executive vice presidents, and other top-level people often fall into the trap of making decisions about candidates based on lopsided or distorted information. Frequently, they fall prey to the "halo effect": overvaluing certain attributes while undervaluing others. They might, for instance, be drawn to a candidate's operational proficiency and considerable experience in a broad range of assignments while overlooking his extreme aversion to risk. To make matters worse, many organizations do not have the right procedures in place to produce a complete and accurate picture of their top prospects. All too often, assessments are based on hearsay, gossip, casual observation, and insufficient information.

To help overcome these problems, we have developed an evaluation process in which a candidate is assessed by a group of people, including the individual's manager and other executives, who have observed his or her behavior directly over time and in different circumstances. The process enables the group to probe a wide range of leadership criteria and obtain balanced and complete information. Think of it as an annual physical, which relies not just on a blood test for cholesterol but also on

an EKG, an eye exam, a hearing check, and various other indicators to assess a person's overall general health. Such thorough and systematic evaluations will help senior executives avoid the pitfall of promoting the wrong people.

The Leadership Trap

Since the 1980s, we have worked extensively with large corporations to improve their CEO succession, assessment of senior executives, and early identification of leadership talent. We have experience with a variety of businesses and corporate cultures, including manufacturing, consumer products, high technology, and financial services, and we have assessed thousands of senior executives, including many CEO candidates. (For confidentiality, we have altered some of the details of the executives described in the examples.) In some cases, companies have completely reversed their opinions of candidates based on the information that surfaced during our evaluations, and we believe that serious and very costly mistakes have been avoided.

To assess a candidate properly, senior executives must consider the full range of leadership criteria, including the various "soft" skills and characteristics, such as personal integrity, that are difficult to judge. Furthermore, decisions should be based on an integrated view of the candidate drawn from the various perspectives held by the people who have managed and worked with the individual throughout his or her career. The evaluation processes at many organizations, however, do not produce such complete and accurate information, leaving senior executives vulnerable to various pitfalls when assessing candidates. One of the most fundamental mistakes is that tendency to overvalue certain characteristics, attributes, and skills:

Being a Team Player.

People who manage by consensus often climb the corporate ladder quickly. Their bosses usually view them favorably because they make life easier by helping their divisions, departments, or groups run smoothly. After all, few senior executives enjoy spending their time playing peacekeeper or referee.

But we have found that such individuals do not make exceptional leaders. In fact, the best leaders are usually not team players; they feel little need to work in a

group. They might prefer *others* to work as a team and will give lip service to teams, but when push comes to shove they do not have any compelling need to listen to people's ideas fully before moving on. They are independent thinkers, and they don't mind making decisions by themselves, decisions that set them apart from the pack.

By contrast, consensus managers have trouble making a decision unless everyone is in general agreement with it and this trait can become their undoing. Consider the executive hired to head a publishing company because of his solid track record as CEO of a consumer services company. He was very collaborative and always solicited other people's opinions and ideas. After he was hired at the publishing company, though, people became impatient with him because the organization seemed to lack a clear direction. In short, his vision a key criterion for leadership wasn't really his. It was more a mushy amalgam of other people's ideas, and he was slow in making decisions. An underlying reason for this hesitancy might have been an aversion to risk. He may have been afraid of moving forward without first building the consensus he thought was necessary. Not surprisingly, he was seen as indecisive, he couldn't win people's respect, and he consequently failed.

What's more, consensus managers tend to assemble teams of people who are like themselves. Homogeneous groups often run more smoothly, but they usually lack the synergistic power of a diverse team of people with talents, skills, and characteristics that complement one another. Exceptional leaders are willing to take risks by picking people who are unlike them and who may even have different leadership styles. They are also willing to take a chance on untested people if they size them up and conclude they have what it takes. Furthermore, such leaders do not feel threatened when they hire someone who is more skilled, better experienced, and smarter than they are.

Hands-on Coaching.

Another common misconception is that leaders actively try to develop others through close mentoring relationships. Many excellent leaders instead prefer to select strong people and delegate fully to them, providing them with various opportunities to grow through their own experiences and make their own fair share of mistakes. Good leaders do have an interest in developing others but not always through hands-on relationships.

Operational Proficiency.

CEOs and other senior executives often overvalue people who are good implementers and problem solvers. As we've said, people who make their bosses' lives easy often do very well in an organization. Although good foot soldiers are an asset to any company, they often don't make effective leaders.

Sometimes, proficient individuals rely too heavily on systems, policies, and procedures, rigidly expecting everyone to operate in that same style. Such people can succeed in an organization until they rise to very senior positions, where their need for regimentation tends to alienate others and stifle innovation.

Superior problem-solving capabilities can also mask a deficiency in long-range, conceptual, or strategic thinking. Consider the classic story of the lieutenant who, after his captain orders, "Take that hill," promptly does so. But when the captain asks instead, "Of those seven hills out there, which one should we take?" the lieutenant has no idea. Being able to solve a problem is one thing; knowing which problem to solve and then taking the initiative to solve it is quite another.

Many operational experts are good at tackling well-defined problems, say, how to increase a mature product's profitability by 4%. But leaders must also be adept at handling problems that are nebulous or ambiguous, such as how to reposition that same product line (or even whether to kill it off) when a new competitor enters the market. The higher people rise in an organization, the fewer facts they typically have to inform their decisions. Thus, an ability to handle and even thrive in ill-defined and complex situations is critical. Many good operations managers become confused and hesitant in ambiguous circumstances, delaying their decisions until they have 99% of the available facts. Others are prematurely decisive when they ought to be more reflective. Exceptional leaders do neither: They are comfortable acting in gray areas and, in fact, are often able to exploit ill-defined and complicated situations to their advantage, seeing opportunity where others see only confusion. All too often, though, companies undervalue this crucial ability if they consider it at all.

What's more, results-oriented individuals who have superior operational skills can easily fail in top executive positions if they have major character flaws. For

instance, one executive we evaluated was extremely effective in generating new business. He was an impressive rainmaker, responsible for a significant fraction of the total revenues for his organization, a large manufacturing company. But he didn't share information with peers and was considered overly competitive and manipulative. Senior management tolerated his shortcomings because he ran a profitable operation. Eventually, though, his lack of integrity and the fact that his peers didn't trust him prevented him from being considered for a top position.

Of course strong operational skills are invaluable, but the truth is that a person who is not experienced in all aspects of operations yet who excels at envisioning the future, taking prudent risks, and exploiting ambiguity can be a strong leader, particularly with the right support. We might recommend that such a candidate, if promoted, be paired with a number two person who has strong operational skills.

Dynamic Public Speaking.

We have found that senior executives tend to overvalue how people comport themselves in front of others. In particular, they tend to put great weight on stand-up presentation skills. While these skills are certainly important, they can be developed through extensive coaching, and we have found that a deficiency here is rarely the reason for an executive's failure. A more difficult shortcoming to correct and one that people sometimes minimize is a lack of one-on-one social skills. Without the ability to engage, convince, and inspire others not only large groups in public but also individuals in private settings leaders will find it difficult to enlist the people they need to support their cause.

Raw Ambition.

A perceived lack of ambition has scuttled many a promotion. "I'm not sure how hungry she is" or "He seems to lack that fire in the belly" are common criticisms. Unfortunately, executives sometimes forget that a person's ambition can be understated. Indeed, we have found that many exceptional leaders are modest and display little ambition, even though on the inside they are fiercely competitive. In fact, a high degree of personal humility is far more evident among exceptional leaders than is raw ambition.

Similarity and Familiarity.

Many top executives tend to favor those with backgrounds, experiences, and characteristics similar to their own. Sometimes promising candidates are overlooked because of differences in race, gender, or socioeconomic, cultural, academic, or geographic background or because they have never held a comparable position at a similar company. But remarks such as "He doesn't fit in," or "The chemistry isn't quite there," or "She's not really part of our culture" should not automatically disqualify a candidate. They should instead prompt a probe for further details.

Even the most trivial factors sometimes come into play. At a *Fortune* 100 corporation, we were helping the chairman and CEO, who would soon both be retiring, to evaluate potential replacement candidates. Each had his own candidate in mind, but we instead recommended that they consider someone else for a combined role, a vice president who hadn't been at the company that long but who we felt had great potential. Both the chairman and CEO commented on the vice president's height, but we insisted they look beyond appearances. They eventually promoted him, and his track record at the helm was excellent. In another instance, a brilliant candidate was almost passed over because he was overweight and considered "disheveled."

Peeling the Leadership Onion

Many companies fail to develop a rounded picture of their leadership candidates because the processes they employ are inherently flawed. Typically, management reviews tend to focus on the performance of certain tasks, relying on a checklist of competencies, and fail to investigate the behavioral characteristics of an individual. And even when such information is considered, the full range of leadership criteria particularly soft skills such as the ability to inspire others is often not probed adequately. Frequently, individuals with superior potential are impaled on a single mistake, while mediocre ones are sometimes raised to great heights because they once got lucky.

Frequently, individuals with superior potential are impaled on a single mistake, while mediocre ones are sometimes raised to great heights because they once got lucky.

To avoid the trap of overvaluing certain attributes while undervaluing others, we have developed an evaluation process that calls for a small group of people to get together and discuss the individual's history. Including the candidate's boss and other executives who have dealt directly with him or her over the years, the group examines a wide range of leadership criteria everything from an ability to assemble a top-notch staff to the capacity for strategic thinking. Characteristics that are often taken for granted (a person's integrity, for instance) are probed with specific questions ("Have you ever known him to shade, color, or distort information to his advantage?"). Directing this discussion is an internal executive or a consultant.

Through a set of such carefully crafted questions, patterns in observed behavior are uncovered. (See the sidebar "Knowing What to Look for and How to Find It.") People often see a hint of something that doesn't unduly bother them so they let it pass, or they have certain feelings that they haven't quite been able to articulate or confirm with other people. But when they hear others talking about a similar experience with or feelings about the candidate, the issue crystallizes. For example, we were once discussing an individual's integrity, and the person's former manager said to his current boss, "I just came across some recent information that I'll pass along to you later." But we urged the manager to share that information with the group. Very reluctantly, he did. Soon, the other participants were telling a similar story, and what emerged from the discussion was a pattern showing that the candidate frequently manipulated people and situations for his own benefit.

Conversely, participants in the group can often have opinions based, perhaps, on a hunch or gut feeling that are unfounded. In such cases, the discussion leader must probe for specific examples as evidence. Only direct observations are considered, second hand information, hearsay, and rumours are quickly discounted. The discussion leader encourages everyone to add information, question one another, agree when they've observed similar behaviour, and disagree when they've observed something different. (Usually the disagreements arise because the candidate behaves differently in different situations.) In our experience, any distorted information contributed by people with axes to grind will usually be corrected by others another important benefit of the group evaluation process. The result is a view of the candidate that is typically more accurate, balanced, and richer than could be gotten if the person had been evaluated by each participant individually.

The group evaluation also helps cut through unfounded assumptions that may be dogging someone's career. For example, someone might say of one candidate, "She's great at getting results, but I don't believe that she can think strategically." Then the discussion leader would ask whether the candidate has ever been in a situation that required her to exercise that skill. If the answer is no, participants might decide to test the person by including her in a task force that requires her to anticipate problems, trends, and opportunities. Similarly, if someone says, "I think she'll be pretty good at strategic thinking" but is unable to provide direct evidence, then again the participants might decide to test the candidate in this area.

When an answer is vague (for example, "He's pretty good at figuring out how to resolve problems"), the discussion leader probes for specificity ("What would he have to do for you to say that he is an exceptional problem solver?"). The process is like peeling away the layers of an onion, as each question delves deeper than the last. (See the sidebar "Getting to the Core of Leadership" for a sample excerpt from a group evaluation.)

The discussion leader also asks the participants a series of questions intended to predict how the candidate will perform in a position of greater responsibility. Without this element of prediction, the assessment process would not be all that useful for leadership development, but unfortunately, the review process at many organizations stops short of this step. In a group evaluation, the leader asks questions such as, "Based on how you've described this person and everything you've observed about her, how would you predict she will perform in a position of increased responsibility?" and "Specifically, if she were to fail, what would you predict might be the most likely reason or reasons?"

From this information, the group can determine development priorities for the candidate. If there's no evidence that the individual can, say, manage a geographically dispersed organization, the group might develop a plan that expressly requires her to do so. Details of this plan should include a specific time frame for the test, the criteria that will be used to determine success, and a list of the early warning signs of potential failure. To encourage the participants to give their honest views of the candidate, the discussion leader should emphasize that the ultimate goal of the group evaluation is to

develop the individual and that information will be kept confidential. Furthermore, the dynamics and structure of the group organization reinforce candor and confidentiality. At many organizations, much leadership talent goes untapped. Top executives identify the wrong people as having high potential, often because they work with incomplete or inaccurate information that leads them to overvalue certain capabilities and qualities. Candidates are sometimes promoted to key positions just because they possess one remarkable characteristic, such as excellent communication skills that can persuade and inspire others. Superior individuals may be weeded out because they do not wear their ambition on their sleeves.

No wonder, then, that many companies are struggling with a leadership shortage. We believe that leadership talent is more available than people think. The trick is to identify it properly, and doing so requires sorting through the myriad nuances and subtleties of leadership. At a minimum, organizations need an evaluation process that yields a full, balanced, and accurate picture of candidates. Without such information, senior management will remain vulnerable to misidentifying its leadership talent, and the wrong people will continue to make their way up the corporate ladder.

Art of Team Building in Executing Professional Work

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The success of a company depends on the people that work there. The staff must work and collaborate as a team with a focus on the company's mission statements. Any conflict within the staff can lead to potential quarrels and disunity, hampering the success of the company. Today's modern software firm consists of several work and project teams that must cooperate and share resources if a quality job is to be produced within budget. Team building is an organizational development intervention strategy that investigates the personalities and behavior characteristics of the team membership. Team building consists of a series of exercises that collect data and feedback. This serves as input into proposed improvements for the company's process - both at an individual and team level. It is a powerful tool but is not always practical. The document investigates the cycle of team building and provides a quantity of tools that would be useful in the team building process. These tools collect data that can provide the source of conflicts.

Teams in Today's Workplace

A team is defined as a collection of people who rely on group collaboration such that each of its members experiences an optimum of success level reaching of both personal and team based goals (Dyer, 1977).

Suppose one was to take a look at a typical business operation - a restaurant, golf course, home builder, oil patch, or software firm. We will note that this business operation (assuming it is not a home based business) consists of staff members who work together to provide a service. Each member of the staff strives towards meeting personal and company goals. In teamwork, everybody makes their own contributions and performs their tasks. The staff members also interact and communicate with each other.

Therefore, the concept of team goes beyond professional sports. They exist everywhere in society. At work, there may be several different work groups (requirements, quality assurance, testing). Each one is a team. Project teams consist of

people from different groups brought together for a specific activity. A worker may be a member of more than one team at work. Even the family is considered a team (Dyer, 1977). Team dynamics run through the family in the same way as at work. However, success in any team environment is a challenge. Because individuals have different behaviour and thinking styles, this leads to conflict. Poor handling of conflict leads to disunity, quarrels, jealousy, and reduced morale. The process of team building investigates the personal characteristics of team members. The result is the recommendation of changes in the company's process and team interaction such that the teams can perform together. If we look at the software industry's reputation of being late and over budget, team building would serve as a good tool in software process improvement. It is also a good tool when new teams are being formed for new projects. Successful performing teams are paramount to producing a quality software project within budget. In today's typical software company, each phase of the software development process is performed by one or more people with the appropriate expertise. Each of these "teams" meld together to form one team responsible for that project.

The Stages of the Performance Team

Any team - including the family - may encounter one or more of the following stages.

• **Forming**: The forming stage is a "get acquainted" stage. It is an exciting time as people get to know each other.

• **Storming**: This stage is a very emotional stage. The different personality types, thinking styles, and roles may conflict. This leads to some very heated arguments as well as reduced morale and disunity. Some teams even fall apart.

• **Norming**: The membership appreciates each other's differences. They start to get settled down.

Performing: The members are dedicated to getting the job done, without disruption caused by poor team dynamics. Conflicts are handled constructively.

The team can enter any of these stages at any time. A "performing team" can easily return to the storming stage over what may not be a major conflict. A proper team building program will not guarantee a performing team, but can help a team learn of each member's strengths and weaknesses and account for them in collaboration.

Team Building Objectives

In determining objectives for a specific team building process, it should be sensitive to the specific team based process improvement goals that the team as a whole have identified. The most common objectives of team building are as follows (Phillips and Elledge, 1989).

• Allowing the work unit to engage in a continuous process of self improvement.

• Providing a forum for the team to evaluate strengths and weaknesses.

• Determining problems in a team's behaviour and suggesting corrective actions to be taken.

• Developing specific team processes such as conflict management.

• Improving interpersonal communication skills.

• Determining roles and responsibilities of the membership.

• Evaluation of problem solving strategies.

The Cycle of Team Building

Team building can be precisely defined as "a long range program for uniting people into shared efforts for improving the effectiveness of a working group." (Dyer, 1977). It can revitalize the company's social interaction system, but is only useful if it can be proved that the work unit is no longer functioning productively (Tontini, 1979).

An external consultant be acquired for this process, particularly if a manager feels that he or she may be part of the problem. The consultant may be either external or a staff member external to the affected work unit. A consultant is also neutral, eliminating bias and any attitudes between management and staff. The manager may do the process himself, but he must know exactly what actions to take and how to do it. Dyer defines a cycle of six stages that constitute the team building process. These will be described in further detail.

Figure 1: The Cycle of Team Building (Dyer, 1977).
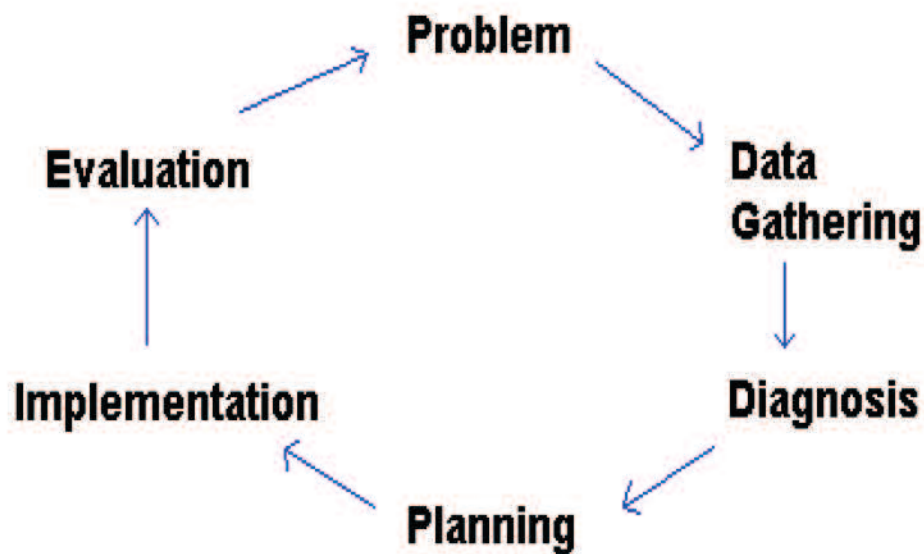
Problem Identification.

Team building should not be done just for the sake of it. The team building process should be undertaken if evidence points to ineffective teamwork as the source of the problem (Phillips and Elledge, 1989). Before the decision to implement team building is made, the management must identify symptoms within the organization. Dyer identifies the following as symptoms of ineffective teamwork - which could point to the need for the team building process.

- There is a loss of productivity or output.
- There is an increase in staff grievances, hostility or conflict.
- The staff experiences confusion as to their assignments.
- The decisions are either misunderstood or improperly executed.
- Staff meetings are ineffective - having low participation rates.
- There is a lack of interest or involvement among the staff membership.
- A new group is formed that must quickly develop into a working team.
- High dependency is placed on management.
- There is an increase in customer complaints.
- There is a decrease in quality and/or an increase in costs.

Data Gathering

The Team Building process consists of gathering relevant data about a team and applying it to assist the team in improving its process. In collecting the data, it is important to understand that the goal of team building is to identify the underlying causes of problems (Phillips and Elledge, 1989). There are several methods that are useful for data collection.

The one on one **interview** is one of the simplest methods to elicit data from a team member. The consultant can receive a large quantity of detailed information in the one on one interview. The interviewee can open his heart and provide his view of the situation. Nonverbal behaviour can be taken into account. The consultant gets to know the interviewee well through rapport. The major drawback of the interview is its cost. They must be planned and take time to perform. The data analysis is more difficult to perform. When the data is presented for feedback, members may not confess that they were responsible for that component of the data.

The interview consists of open ended questions that cover the what's and whys of the problem. They should also cover how one can be more effective at work. Interviews should be arranged through senior management or the team captain.

In **open data sharing** the consultant conducts a forum with the entire group. This type of forum can involve the same questions as those he would use on a one on one interview. With the problems presented in front of the entire team as opposed to each individual separately, it forces the group as a whole to commit to the changes they need to make. There is less resistance to the data identified. The open forum is an economical alternative to the interview, however there is a lack of personal attention and useful rapport that only interviewing can bring.

The **questionnaire** is a common tool for data gathering before formal team building exercises begin. Questionnaires usually consist of a series of statements which the candidate ranks on an ordinal scale. Some multiple choice questions may also be included, but open ended questions are seldom used. The questionnaire is efficient and produces numerical data. The same questionnaire can be filled before and after the team building process, allowing a statistical analysis of how effective the

team building was. However, questionnaires do not allow the consultant the chance to conduct further investigation of the participants for more detailed information. Bias due to shyness or improper completion can occur. If it is available, the consultant may investigate **hard data** on the group's performance. The data may cover metrics like productivity, absenteeism and quality. Hard data is the most effective evidence of the need to improve. It is real, concrete and is the responsibility of the entire team. Once the consultant has completed the data collection process, he must perform an accurate data analysis. This analysis will identify trends, allowing the team to identify problems that can be targeted in the team building process. Two types of analysis (Phillips and Elledge, 1989) are used

The thematic content analysis investigates the results of interviews and open ended questions on a questionnaire. The consultant will look for themes and patterns within the data and performs an appropriate grouping. Data may be sorted by question. This analysis is quite useful when the work environment is known by the consultant. Data summation is used to investigate the results of a standardized questionnaire. This is a quick process, where responses are recorded and formatted for an easy analysis. This analysis should be simple, accurate, and complete. When the questionnaire involves the ordinal ranking of statements, metrics like mean, standard deviation, and range are helpful.

The diagnosis process includes a feedback meeting with the group, where the results of the analysis are presented to the group. It is a good idea to verify that the data corresponds to the team activity. It is important for the team to understand the meaning of the data before suggesting an improvement strategy. The team should also retain a copy of the analysis for their own viewing. If the team agrees to a workshop, its logistics should be completed at this meeting.

Planning.

The issues identified in the data analysis become problems that must be solved. The planning phase allows the consultant to develop a strategy for a team building session. It is recommended that the group be presented with several possible agendas for the teambuilding session (Phillips and Elledge, 1989).

Each agenda should be specifically tailored to the strengths and weaknesses of that team - based on the data that was collected. It should also account for the group's resources and time allocation. An agenda for a team building session may take anywhere from a few hours to a couple of days.

A team building session consists of an introduction, a series of activities, the development of action plans based on the activities, and follow up planning. The following summarizes a list of tools and activities that could be seen in a team building session:

• Myers Briggs Type Indicator.

• Team Roles Indicator.

• Johari Window.

• Leadership Process Inventory.

• Thinking Styles Inventory.

• Conflict Management.

• Specific problem solving activities.

• Development of action plans.

Implementation

In the final phase of the team building session, the team will have adopted a series of action plans. However, what use are these action plans if they are not applied into practice? The manager must be fully committed to the team plan if the implementation is to be a success, for it is the responsibility of management to assure that these plans are implemented (Dyer, 1977).

Evaluation

It is the responsibility of the consultant to observe the actions that take place in the implementation. The consultant also can provide assistance to the management in carrying out the evaluation. However, the management must take full responsibility for this phase (Dyer, **When Team Building is Not Viable.**

The term "team building" is often misunderstood by management. This knowledge is also misused frequently. If the manager sees team building as an experience that all staff members should be exposed to, it could cause a disruptive effect on the work unit and provide a negative impression of team.

If any of the following conditions apply to a work unit, then the team building approach may not be appropriate for process improvement (Dyer, 1977).

- If work is done mainly on an individual basis with little interpersonal communication, a personal consultation would be more suitable.
- If the manager is unfamiliar with the nature of the team process, he may be disappointed with the results. Team building must be treated as a long term process, not a quick fix.
- Team building should never be done just for the sake of it.
- A lack of group interest in honestly addressing problems makes team building a risk.
- Team building is not needed to confirm the need for previously suggested changes.
- Team building is ineffective without adequate time and resources.
- Team building is not appropriate to solve technical problems, administrative goofs, and small conflicts between two members.

Advice if you decide to Team Build

If a work group has made the decision to use the team building approach to solve work problems, there are still some cautions that must be applied (Dyer, 1997).

- Team building is not a short term solution. The process is used to benefit the group for the long term.
- Those in positions of power must support all changes. They also must encourage those in positions of less power to commit to the changes.
- The changes identified must be built into a group's structure and work process.
- The membership should feel involved in the team building process, as it will enhance commitment to change.

- The team building process may be needed more than once due to staff turnover. Any change in the staff could disrupt the process developed from the previously built exercise.

Tools used in Team Building.

The remainder of this document will be used to describe some of the more common tools that can be used in the team building process. The use of these tools will vary by the consultant, however all of them are useful in identifying problems and suggesting solutions.

Myers Briggs Type Indicator (MBTI)

The Myers Briggs Type Indicator (Briggs and Myers, 1977) is a tool that was designed to provide an individual information about their psychological type preferences. It is commonly used in team building and may be used in matching together work groups. Different psychological preferences can be a source of conflict and storming within the team. Using the MBTI allows team members to appreciate each other's preferences.

Many different questionnaires implement the Myers Briggs test (Hogan and Champagne, 1993). They may consist of multiple choice questions or the ordinal ranking of groups of statements. The answers to the questions are then analyzed and measured on four scales. Differences in these scales can be a source of conflict, however the differences can complement each other.

Orientation:

Extrovert (E): The extrovert directs his energy outwards. He is sociable, open hearted and enjoys group work. He is a quick actor and avoids complication.

Introvert (I): The introvert directs his energy inwards towards ideas and inner feelings. He is an independent, quiet and reserved person. He is also a careful thinker and likes detail. Extroverts may view introverts as loners, timid and reserved. Similarly, the introvert may view the extrovert as too focused on people and may jump to the conclusion that they don't care as much about work. However, these two values can complement each other. The extrovert can refer to an introvert when detailed thinking on a problem is required. Similarly the introvert can refer to an extrovert to stay in touch with the current situation (Hogan and Champagne, 1993).

Perception:

Senser (S): The senser perceives the world through the five senses. He is practical, focuses on the present situation and memorizes details.

Intuitor (N): The intuit or has a perception of the world that revolves around possibilities. He is imaginative, future oriented and likes to explore new possibilities.

The sensor may view a intuit or as a gambler. Similarly the intuitor may view a senser as uninterested, routine, even a "chicken". Conflict most often occurs when the topic of change is being considered.

The two types can be complementary. A sensor can refer to the intuit or for ideas and possibilities on problem solving. Similarly, the intuited can refer to the sensor for patience and accumulating facts on a situation.

Judgment:

Thinker (T): The thinker's objective concern is fairness. He is scientific, preferring to use analysis, hard data and logic to reach a conclusion.

Feeler (F): The feeler's objective concern is human values. The feeler cares about people and their needs. He can get emotional.

The thinker may view the feeler as idealist, biblical, and unrealistic. The feeler may view the thinker as realist, worldly, impersonal and unemotional. Conflicts between these two types can often occur, particularly in a downsizing situation when livelihood is at stake.

These two types can also be complementary. The feeler can help a thinker sell ideas(Hogan and Champagne, 1993). Similarly thinkers can help feelers in problem analysis and reaching consistency in their solutions.

Attitude:

Perceiver (P): The perceiver is curious, open to change, and prepares for the unexpected. He keeps decisions open as long as possible.

Judger (J): The judger comes to quick decisions. The judger likes to follow a schedule and get things done quickly.

The Personal and Team Roles Profile

Dr. Frederick Mumma developed the Personal and Team Roles Profile based on the Team Work cycle (Mumma, 1994). Mumma defines four phases in the team work life cycle. Each phase consists of two defined team roles.

Phase 1: Initiation. Initiation occurs when a task is defined. This task must be clearly stated along with its expected deliverables and allocated resources.

Role 1 - Leader: The leader inspires and motivates the team members.

Role 2 - Moderator: The moderator matches the resources to the task at hand.

Phase 2: Ideation. Ideation allows the team to identify alternative methods to perform a task such that needs can be fulfilled.

Role 3 - Creator: The creator identifies original ideas to approach a task along with alternatives.

Role 4 - Innovator: The innovator identifies opportunities to use the various resources in the firm.

Phase 3: Elaboration. This phase covers the elaboration of ideas invented from the ideation phase. The objective of this phase is to make the ideas work properly.

Improper elaboration can cause conflicts with people, schedules, budgets and other resources.

Role 5 - Manager: The manager develops the plan to use resources and resolve conflicts.

Role 6 - Organizer: The organizer develops a plan to use time, money and resources such that the ideas created will work.

Phase 4: Completion. The completion phase covers the analysis of alternative methods, the decision of the plan of action and the execution of the task. Alternative methods to implement the task must be considered.

Role 7 - Evaluator: The evaluator makes judgements on situations, plans, results and alternatives.

Role 8 - Finisher: The finisher follows plans and attends to the completion of the task.

The profile assessment consists of eighteen groups of four statements that are ranked in order of preference - a higher rank implies a higher preference for that statement over a statement in the same group with a lower rank. The analysis of the questionnaire consists of assigning the rank of each statement to a team role and summing the results. A score from 5 to 45 is assigned to each role. A low score indicates that person rejects a certain role while a high score indicates preference for a role. A performing team's membership should have at least one member who prefers each of the phases such that each member can contribute his strengths to the team effort.

The Team Roles Profile can be used to match up new teams or identify problems in existing teams.

Leadership Practices Inventory

The Leadership Practices Inventory - LPI (Rouzes and Pozner, 1988) - identifies five leadership practices that are essential to be a good leader. Each leader has a preference for a subset of these five practices.

Challenging the Process: A leader that prefers to challenge the process likes to see his team become innovative and experimental. He also likes taking risks -identifying opportunities that could help the team perform better.

Inspiring a Shared Vision: A leader with this preference seeks agreement on goals and targets. He envisions the future and encourages the enlistment of others to follow him.

Enabling Others To Act: A leader with this preference takes the initiative to promote teamwork and collaboration. The leader also strengthens those who are discouraged.

Modelling the Way: A leader preferring to model the way has a preference for process. He likes to set examples as well as plan small victories.

Encouraging the Heart: Those leaders who prefer to encourage the heart like the concept of rewarding a job well done. Accomplishments are celebrated through a party and contributions are always recognized.

Johari Window.

The Johari Window is a graphical tool that can help one determine how open a person is.

Things you do not know about me.

| | The Hidden Self | The Undiscovered Self |

The Hidden Self

The Undiscovered Self

Things You know about me

The Open Self

The Blind Self

Things I know about myself   **Things I do not know about myself**
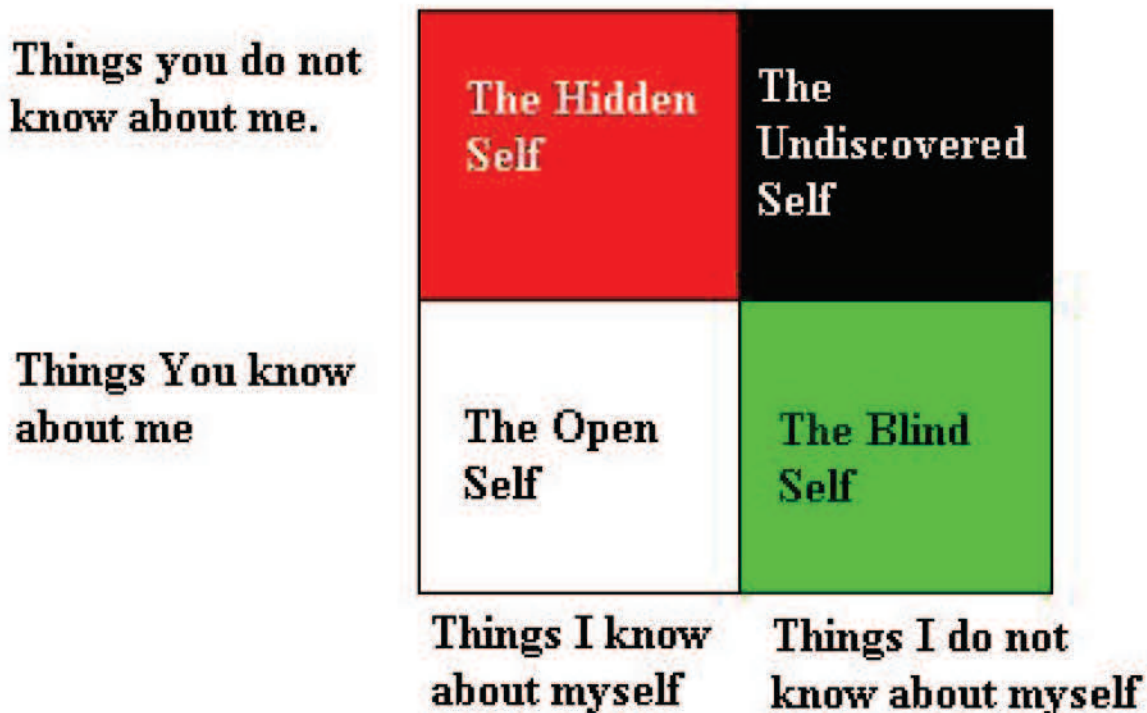
Filley (1975) says we are at our most creative when our open self is maximized. Increasing the open self can lead the way to a change in someone's character. He recommends two procedures to increase the open self:

The hidden self is decreased through **self disclosure**. We must have a heart that is willing to share our problems with others. Self disclosure brings the risk of being hurt emotionally. However, unless one reveals this hidden self, how can he ever get advice on how to change.

The **process of feedback** can decrease the blind self. We must have the heart to identify challenges to other people that they may not be aware of. As in self disclosure, concern is raised about hurting someone's feelings over revealing the blind self. However it is paramount that the blind self be eliminated. If a person is not aware of a problem that may be affecting everyone else, how can he be willing to fix the problem.

Thomas Kilman Conflict Style.

The Thomas Kilman Conflict Style (Phillips and Elledge, 1989) identifies four styles for handling conflict.

Conciliatory Approaches:

Avoidance (Reactive): This strategy is used by a fear filled person. He never raises a conflict issue, neglecting everyone's concerns, including his own.

Accommodating (Observant): When this strategy is used, one always seeks to cover other's concerns, ignoring his own concerns.

Aggressive Approaches:

Competing (Confrontive): The competitor has a "me first" attitude, not caring about others needs.

Collaborating (Assertive): This person tries to find a solution that completely satisfies both his and the other's concerns.

Habits of Highly Successful People

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Building wealth takes years of smart decisions, both professionally and financially. But according to one man who interviewed hundreds of self-made millionaires, getting rich also means keeping certain lifestyle habits.

Corley, an accountant and financial planner, surveyed 233 wealthy individuals, mostly self-made millionaires, on their daily habits.

1. They get up early

Nearly 50 percent of the self-made millionaires in Corley's research got out of bed at least three hours before their workday actually started. Many of them use the free time to tackle personal projects, plan their day, or make time for exercise.

"Getting up at five in the morning to tackle the top three things you want to accomplish in your day allows you to regain control of your life," he writes. "It gives you a sense of confidence that you, indeed, direct your life."

2. They read, a lot

A whopping 88 percent of the wealthy respondents say they devote 30 minutes or more each day to education or self-improvement through reading.

Most do not read for entertainment, they prefer biographies, history, and self-help books.

If you enjoy a good novel, that can help you too. Science shows that reading for pleasure can also boost your career. And Corley's point holds for many kinds of narratives. "There are important life lessons to be learned in biographies of people with rags-to-riches stories," he writes.

Legendary investor and self-made billionaire Warren Buffett says that reading has been the most crucial habit he is developed. If you are looking to pick up a new book, check out the business classics Buffett and other leaders love.

3. They spend 15 to 30 minutes each day on focused thinking

Many of the self-made millionaires said that, they make time to process everything that's going on in their lives.

"The rich tend to think in isolation, in the mornings," he writes "and for at least 15 minutes every day."

Often they will reflect on their career, their health and their personal relationships. <u>Having quiet time</u> to analyze your thoughts is associated with stress reduction.

In fact, taking two minutes at work to focus on nothing but your breathe <u>will help you relax</u>, according to Harvard-trained doctor.

4. They make exercise a priority

Working out regularly clears your head and makes you feel more motivated, <u>studies show</u>.

About 76 percent of his survey respondents carve out 30 minutes or more for aerobic exercise like jogging, biking or walking each day.

Many successful business leaders make sure to workout. Billionaire Richard Branson, for example, says that his morning routine of waking up at 5 am to play tennis or bike <u>has doubled his productivity.</u>

5. They spend time with people who inspire them

"You are only as successful as those you frequently associate with," Corley says.

If you don't have highly-motivated people in your personal network yet, fear not. Self-made millionaires volunteer, which is a great way to meet other positive, motivated individuals. You could also join groups for people who share your same career or personal interests, Corley suggests. Then develop the relationship by keeping in touch.

And be choosy about who you spend your time with." [Successful people] also make a point to limit their exposure to toxic, negative people,"

6. They pursue their own goals

Most self-made millionaires plan to get rich and then make it happen, according to research findings.

Eighty percent of the wealthy are "obsessed with pursuing goals," he writes. They refer to both daily and long-term goals regularly.

"I'm here to tell you to avoid putting your ladder on someone else's wall and then spending the best years of your life climbing it," Corley says. "Find your own wall, your own dreams, and your own goals, and pursue them."

7. They get enough sleep

Albert Einstein reportedly preferred to get at least ten hours of sleep a night. If you too function best when you are well-rested.

An overwhelming 89 percent of self-made millionaires sleep seven or eight hours each night or more.

"Sleep is critical to success," he writes, citing its effects on memory function and creative thinking.

8. They have multiple incomes

"Self-made millionaires do not rely on one singular source of income," Corley says. "They develop multiple streams."

So how many sources of income do they have?

"Sixty-five percent had at least three streams of income that they created prior to making their first million dollars," such as a side-business or income generating investments like REITs or real estate.

"Diversifying sources of income allows you to weather the economic downturns that inevitably occur," he writes.

9. They avoid time-wasters

Money isn't the only important resource for wealthy people. Time is crucial too.

"When we invest our time in anything, it's lost forever," Corley writes.

Be choosy about the apps you spend your time with, too, instead of spending hours on end watching Netflix or scrolling through Instagram.

"When you see time as the greatest risk of all, it will force you to become more aware of exactly how to invest your time."

10. Organization

One of the most frequently mentioned habits of those who are successful in life is organization. Such organization includes planning as well as setting priorities and goals.

Joel Brown, the founder of Addicted2Success.com, calls for a prioritized "To-Do List" every evening before going to bed to prepare for the next day.According to Twitter co-founder Jack Dorsey, Sunday is an important day for organization "getting ready for the rest of the week."

11. Taking Action

Third on the list of habits of successful people is the inevitable "action" habit. It is important to organize, to plan, and to set priorities, but without action, a plan is nothing more than potential.

Successful people act quickly and often. In addition, although it may sound counter intuitive, according to James Clear, they act (start, anyway) before they feel ready. While others come up with reasons not to act, successful people take that all-important first step even if it seems outlandish.

12. Positive Attitude

According to many successful people, having a positive attitude is not just a result of being successful it is one of the root causes of success.

Joel Brown refers to gratitude and positive self-talk as priorities in the lives of the ultra-successful. Moreover, Brown says, it's not enough to express gratitude and a positive attitude. You must also remind yourself why you are grateful in order to achieve a deeper effect.

13. Networking

Successful people know the value of exchanging ideas with others through networking. They also know the value of collaboration and teamwork – all of which are likely when you network.

Successful people <u>know the importance of surrounding themselves</u> with other successful people, according to author Thomas Corley. Corley says 79% of wealthy people spend at least five hours a month networking.

14. Frugality

<u>Frugal is not the same as stingy</u>. Frugality is a habit of being thrifty, with money and resources. It is also a habit of being economical. Learning to be economical comes through avoiding waste, which automatically results in efficiency.

Successful people avoid overspending. Instead, they comparison-shop and negotiate. The result is financial success through the simple act of saving more money than they spend.

15. Sharing

Whether through donating to charity or the sharing of ideas, successful people have a habit of giving. They know the value of sharing and most believe their success should result in something more than the accumulation of wealth for themselves.

Some of the <u>most well-known successful philanthropists</u> include Bill and Melinda Gates, Oprah Winfrey and Mark Zuckerberg.

Lack of wealth does not need to be a factor when it comes to sharing. Volunteering in your community or at a local school does not cost anything but could provide help where it is needed most.

Morning habit #1: Ditch the alarm clock

<u>Amazon CEO Jeff Bezos</u> swears by eight hours of sleep each night. He is also a big proponent of waking up naturally, without an alarm. Oprah also wakes up on her own. In her wellness diary, she explained how she sets her internal clock: "I have never set an alarm, I don't believe in them. They are alarming. I put the number in my mind, and I wake up before that, usually between 6:02 and 6:20, because the dogs are trained to go out around that time. My first thought in the morning is, 'Oh, I'm alive. Thank you!'" "<u>Arianna Huffington</u> follows a similar routine. According to the National Sleep Foundation, Huffington's early bedtime allows her to get eight hours of sleep the recommended amount of sleep for most adults. It also ensures that she wakes up naturally without an alarm clock. "Just think about the definition of the word

alarm," explains Huffington, "a sudden fear or distressing suspense caused by an awareness of danger." Beginning the day in such a startling manner creates a flood of stress hormones and adrenaline as our body prepares for danger. Not the best way to start the day

Morning habit #2: Don't go straight for the coffee

Grabbing a cup of coffee first thing in the morning may seem like the logical choice, but health experts say water is better. After going several hours without water, a serving of water first thing can hydrate the body while aiding digestion and metabolism. Water is an essential nutrient, and the organs and tissues in your body depend on it to function. Since your body loses water regularly, you need to compensate for these losses to avoid dehydration.

Morning habit #4: Eliminate decision-making tasks

Sometimes the best way to have a productive morning is to get a head start the night before. Many successful people spend their evenings getting ready for the following day because it frees up their mornings to get a jump on meaningful work. Former <u>American Express CEO Kenneth Chenault</u> ends his evenings by writing down three things he wants to accomplish the next day. <u>*Shark Tank* host Barbara Corcoran</u> follows suit, making her to-do list before leaving the office at night. The following day, she rates the items in order of importance: A, B or C. Corcoran adds, "The A's are where the gold is the things that will move my business ahead and make me money." Creating a to-do list at night is more time efficient, reduces morning stress and marks a definitive end to the day resulting in greater work-life balance.

Morning habit #5: Ask yourself this question

Self-reflection in the morning can set you up for success the entire day. No one knew this better than the late Steve Jobs. Too often, we go through our lives on autopilot, only to realize later that we've lost sight of our values, goals and passions along the way. <u>Steve Jobs</u> avoided this scenario by asking himself one fundamental question in the mirror every morning: "If today were the last day of my life, would I want to do what I am about to do today? If the answer is no for too many days in a row, I know I need to change something." This self-awareness technique is genius.

Imagine waking up every morning not wanting to do your job and feel that way for months or years on end. If you're answering no to this question day after day, it's likely time to make a career change.

The Bottom Line

Most people have habits some are positive, some are not. Successful people tend to have more of the kinds of habits that contribute to their success.

The good news, for those who wish to be successful, is that cultivating positive habits takes no more effort than developing bad ones.

Some of the best habits of successful people involve only conscious effort, like getting up early every day. Others, such as becoming organized, may take a little more skill and practice but ultimately result in the most desired outcome of all success.

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Harnessing the science of persuasion

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Persuasion skills meaning, in simple words, is the ability to make intentional and successful efforts in influencing someone either through written or verbal communication. Simply put, persuasion skills refer to the skill of changing or influencing the behaviors, beliefs or attitudes of someone or a group towards another idea, person or event.

The art of persuasion usually involves reasoning, sharing feelings, and cleverly conveying information.

"an attempt to change beliefs, attitudes, intentions, motivations, or behaviors (with using coercion or deception)"

The factors that influence us to say 'YES' in an atmosphere of free choice.

It is easy to practice but difficult to teach. Persuasion is more like of an art.

BASIC PERSUASION SKILLS

1. COMMUNICATION

Good communication is the first step in effective persuasion. Since persuasion is a process that involves influencing others, the most effective way is to communicate with your coworkers. It can be either verbal or non-verbal or both, but your message should leave an impact on your audience. If they engage with you, then they're open to hearing you out.

2. ACTIVE LISTENING

Before you try to persuade someone, understand their viewpoints on a particular topic. If you actively listen to others, it shows that you're patient and respectful to them. Giving people the chance to share their thoughts makes them feel valued. This way of showing your support will help establish trust. You'll be able to recognize their motivations better and it'll allow you to prepare effective arguments to win their support.

3. EMOTIONAL INTELLIGENCE

Emotional intelligence is a skill that'll help you connect with your coworkers better. If you can pick up on your listener's emotions, then you can respond appropriately. Adjust your persuasion tactics depending on the body language and mood of your listener.

4. LOGIC AND REASONING

Before you get somebody to get on-board with your idea, you should help them understand why they should pursue it. Your listeners should make a logical choice in order to fully commit to your ideas or plans. Use logic and reasoning to support your schemes. Back them up with evidence if needed. A chart or spreadsheet can help communicate your logic better. Use it to make impactful arguments.

5. ESTABLISH CREDIBILITY

Successful persuasion skills are based on your ability to have positive interactions and maintain meaningful relationships with people. In order to sustain those relationships, you must be able to work in their best interests as well. Your coworkers are more likely to agree with you when they succeed alongside you. The more they achieve and progress, the better your credibility.

Why do we need the skill of Persuasion?

1. At the Personal Level-
   - It will help us in our daily life.
   - To win friends, teachers and family members.
   - Will also make us smart enough to identify the persuasive trap of others.
2. At the Professional Level-
   - Helps managers to motivate subordinates.
   - In the era of cross-functional teams, joint ventures, and intercompany partnerships, the attitude of "Because I'm the boss" does not work.

PRINCIPLES OF PERSUASION

- PRINCIPLE OF LIKING - People like those who like them.

Factors that increase Liking are-

1. Liking can be increased by Similarity Praise

2. Praise Lesson for the Managers: Uncover real similarities and offer genuine praise.

- PRINCIPLE OF RECIPROCITY –

  People repay in kind Factors that helps in reciprocity are-

  - Give what you want to receive.

  - Gifts

  - First mover advantage Lesson for Managers: Give what you want to receive

Practical Tip

- Do people favours

- Don't Forget

- The magic part

- No problem! I'm glad to help you. I'm sure that if the situation were reversed, you would do the same for me

- Reciprocity also applies to concessions

- If I give something up, you should give something up too

- When asking for something, start with the big ask then move to the small ask.

- Frame decisions in terms of losses, not gains

- If you don't do this, you could be at risk to lose

- PRINCIPLE OF SOCIAL PROOF- Psychological phenomenon where people assume the action of others in order to reflect correct behaviour of a given situation.

  - People follow the lead of similar others. People will do things that they see other people are doing

  - Same kind of people

  - Uncertainty & Inexperience

  - Influence is often best exerted horizontally rather than vertically.

  - Lesson for the Managers: Use peer power whenever it's available.

  - Don't use threats and pressure tactics.

- PRINCIPLE OF CONSISTENCY –
    - ❖ People align with their clear commitments.
    - ❖ People should make their commitments
        - Active
        - Public
        - Voluntary
    - ❖ Psychologists call consistency a "Decision heuristic" – A shortcut for making decisions.
    - ❖ Consistency helps us in avoiding unpleasant emotions.
    - ❖ Commitment is a key to trigger the rule of consistency.
    - ❖ Tell about your education, experiences and skills to your subordinates
    - ❖ Commitment People are most likely to do what is consistent with what they have done in the past
        - Example: People are more likely to give you money if you first get them to give you the time.
    - ❖ Written commitments are the most powerful
- PRINCIPLE OF AUTHORITY - We are more likely to be persuaded by someone who we believe holds more power or knowledge than we do. Before you give your strongest argument or proposal, begin by pointing out the weaknesses or drawbacks

    Application:-
    - Exclusive information is more persuasive than widely available
    - data
    - Expose your expertise Don't assume it's self-evident
    - Establish expertise early in the game

    Example - Experts view on the topic – Effects on public opinion – Dramatic
- PRINCIPLE OF SCARCITY –
    - ❖ People want more of what they can have less of.
    - ❖ Items and opportunities are seen to be more valuable as they become less available.
- Example :-
    - Power of loss language – California study(1998) Insulation of home
    - Purchase decision of wholesale beef buyers Overseas weather condition

- PRINCIPLE OF CONSENSUS-
    - ❖ People trust the power of the crowd
    - ❖ People like to be associated with popular things.

CONCLUSION

- Although the principles can be applied separately, they should be applied in combination to compound their impact. Rules of ethics must be emphasised upon. Dishonest or high-pressure tactics work only in short run.
- Be Persuasive but don't be Manipulative. Otherwise Principle of Reciprocity will take care of you!

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    - ❖ Author of 24 books written on marketing, business and psychology.
    - ❖ Professor Emeritus of Psychology and Marketing at Arizona State University

Turning Career Success into Life Success: Myths and Realities

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How do you define success in life? Most people consider success as having a great career, wealth, and respect from peers. But, don't overlook goals that will support a happier life. Prioritizing relationships, physical health, safety, contributing to others, and creative expression have been shown to improve feelings of happiness.However, don't confuse the feeling of happiness with success. You could be quite happy eating snack in your parents' basement while you watch TV. That doesn't make you a success. As Eleanor Roosevelt said, "Happiness is not a goal…it's a by-product of a life well-lived."

Success in life means attaining *your* vision of a good life. It means achieving specific goals that result in the future you have planned for yourself. Success in life is defined by the individual. Your vision of success looks different than someone else's.

If you are looking for the key to success in business vs the key to success in a relationship, your strategies and efforts are going to be quite different. It's also important to take care that you don't let someone else dictate what a successful life for you looks like. You only have so much time in life, so make sure you create a holistic picture for yourself. The hilariously talented Ken Jeong was raised to pursue medicine, and even though he was a successful physician, it wasn't what he really wanted. Later, he found his way into acting and comedy, and to the delight of audiences everywhere he is now living into his vision of success.

As Thomas Merton put it, "People may spend their whole lives climbing the ladder of success only to find, once they reach the top, that the ladder is leaning against the wrong wall." Don't put your ladder against the wrong wall! If are meant to be a yoga teacher, you won't feel successful as a "successful" investment banker.

10 Keys to Success

So now that you know what success is, how do you get there? Believe it or not, although success may look different for everyone, there is a common list of strategies or keys to achieving that success. And here's the really good news, once you learn how to succeed, you can apply these tools to bring about success in multiple areas of your life.

These keys or tools listed below will help you unlock success in your life. They are strategies used by successful athletes, businessmen, and artists. Make sure you have your clear vision of a successful life in front of you as work through them.

The key to success is to focus our conscious mind on things we desire not things we fear."

Brian Tracy

1ˢᵗ Key: Make A Plan

The very first key to success is to make a plan. This means having a clear picture of what a successful life looks like *to you* and putting together a well-defined set of goals to get you to that life.

Planning well starts with figuring out what you want and writing it down in detail. It's important to have clarity on your definition of success. This is the foundation for your plan.

2ⁿᵈ Key: Prepare For The Unexpected

Many of the best-laid plans have been derailed by a single misstep. Preparing for the unexpected can make the difference between your plans ending in failure or succeeding despite a bump in the road.

So how do you prepare for the unexpected? Start by making a list of things that could go wrong in your plan. Then create workarounds and backups for each potential problem. Even when I'm driving a route I know well, I usually keep my GPS up and running to help me navigate traffic jams, construction, or missed turns.

3th Key: Prioritize Your Goals

As you create your systems and put your good habits into practice, you'll probably find there isn't enough time in each day to work towards every goal. Manage your time wisely, so that the right activities take priority.

If you're not sure how to prioritize goals, it may help to apply some techniques like a numerical ranking system or the Eisenhower Matrix. Prioritizing your goals also means not letting things that never even made your list get in front of pursuing what did. In other words, don't let talking to a telemarketer derail your plans to work on your website.

4rd Key: Develop Good Habits

You can have big dreams, great goals, and still fail. The third key of success requires you to turn your goals into actions. Repeated actions in the right direction become helpful habits. And once you form the right habits, you create momentum.

Creating systems for your life as you are forming good habits can help you to stay on track. You can build systems by grouping good habits together. Having a system in place can keep you from having to make decisions on the fly or keep track of doing all your goal-oriented tasks one by one.

Instead, you follow an intentional daily pattern that moves you towards your goals with less stress. This has the added benefits of reducing stress and freeing your attention to focus on the things that truly require more brainpower.

5th Key: Learn from Your Mistakes

They say "the road to success is paved with failure." What they don't say, is that each piece of failure on that road probably looks different than the other. Success most likely came by way of trying (and failing) many different ways. Yes, you can fail your way to success, but almost never by making the same mistake over and over. Failure is a part of the process of becoming successful if you make it a teacher. Learning and growing after failure makes it useful.

For example, consider a runner. Every race a runner loses, they may still be improving. If they build up strength and try new running techniques, they will likely see progress. They may move up from 5th place to 3rd place to 2nd. Even though they

aren't first, each race is a part of the process of success, moving them closer to getting first place.

6th Key: Try Different Strategies

The road to success is not straight. There are stops and starts, turns, and detours. Anyone who says they've got the exact path to success for you is probably lying. As the (creepy) saying goes, "There's more than one way to skin a cat." Heck, there's more than one way to get the meaning of that saying across. Let's make up a newer more pet-friendly one: "There's more than one way to peel a banana."

Any way you put it, there's more than one way to do – just about everything. So, *if at first, you don't succeed, try another way*. Try a new strategy. Come at your goal from a new angle, at a different time, with a different person. There could in fact be many effective strategies. You just need to find the right one. The only way to find it is to keep changing and keep trying until you find one that works.

7th Key: Take Smart Risks

As you try out different strategies, you may find that you're trying something entirely new. It might feel scary. Admittedly, taking risks is intimidating, but taking smart risks can have big payoffs. Taking a smart or calculated risk means researching potential outcomes and determining what your chances of success are and if the payoff is worth risking the harm that could be done.

It takes time to develop good risk-taking skills. You may have a few painful failures as you figure out how to take calculated risks in life. It's best to start out taking small risks. As you get better at it, you'll probably become more comfortable. But don't let your comfort be the only deciding factor. Often, taking a risk is the only way to achieve success.

8th Key: Learn from the Experts

Truthfully, there is no one path to success. Nevertheless, a lot can be learned from studying other successful people. Even better is to be mentored or to study directly under someone. Recorded history doesn't always catch all the details and nuances.

Start with doing some research and study successful people who did something in the same realm of what you are striving to achieve.

9th Key: Master How to Say No

I think our culture undervalues the importance of saying no. It can be uncomfortable. If you listen to interviews with successful people, you'll probably hear them talk about turning down great opportunities they knew aren't right for them.

Learning how to say no is an essential key to success in life. Successful people say no all the time. Saying no means knowing yourself, your boundaries, and being able to determine what is worth your time and energy. Saying no to the wrong thing leaves space to say yes to the right thing. It leaves room for the *right* opportunity.

10th Key: Invest in Relationships

While the saying, "it's not what you know it's who you know" may overstate the importance of relationships to success, it's certainly not without merit. As a rule, investing in relationships is quite valuable. People are made to be connected to a community. The benefits of being in a safe and encouraging community go beyond success in any one area of life.

There are many types of relationships that can boost your chances of success in life. For example, the relationship you need most may be a friend who has no "connections," but supports you when times are tough.

Maybe the relationship you need is with a competitor, someone to challenge you and keep you sharp. In particular pursue a mentoring relationship, which can lead to networking opportunities and invaluable advice. We know that the lack of these relationships can be the biggest gap between aged-out foster youth and success.

If you're intimidated by the idea of networking, don't worry, you're not alone. Learning how to network effectively takes time, intention, and practice. Everybody finds it intimidating at first, but it's important to face those fears and do it anyway.

What Makes a Person Successful in Life?

The above keys for success are not all or nothing. However, the more of these you have, the better you will do as you try to figure out how to achieve success in life. And all of these keys or tools can be acquired and developed by anyone with enough time and grit.

It also bears mentioning that a successful life is not all about pursuing success. It is not consumed by delusions of grandeur. How can you be happy if you are consumed?

Some of your most powerful and most meaningful moments will happen in the midst of failure and defeat. Some of the best memories can be made in the mundane. These are valuable too. Without a doubt, success in life also means developing the ability to be grateful and to find the nuggets of beauty in less glamorous times.

We believe true success includes making a difference in the world. The most powerful difference you can make is the difference you make in the life of others. Otherwise, all your success dies with you.

Success is not how high you have climbed, but how you make a positive difference to the world.

<div align="right">- Roy T Bennett</div>

Interpersonal Communication in Relationship Management

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The most important ingredient we put into any relationship is not what we say or what we do, but what we are. And if our words and our actions come from superficial human relations techniques rather than from our own inner core, others will sense that duplicity. We simply won't be able to create and sustain the foundation necessary for effective interdependence.

-- Stephen R. Covey

Communication undoubtedly plays a foundational role in the development of any healthy relationship, and it often serves to bridge the gap between people with misunderstandings, or to solidify a mutual sense of commitment. Indeed, communication plays a critical role in all phases of interpersonal relations, from incipience to maintenance.

The Internet has introduced new mediums of communication (e.g. e-mail, chat rooms) which present new factors affecting the role of communication in relationship formation. First, communicating over the Internet allows one to maintain a sense of anonymity.

One could hardly imagine such an approach and conversation being held in real public space, yet the anonymity associated with online communication alters the behavior individuals exhibit in public. Second, communication over the Internet is qualitatively different from face-to-face communication or voice communication because it is digitized and standardized. With other mediums of communication, facial expressions, tone of voice, or the beauty of the actual writing can be analyzed, whereas with electronic communication, the meaning of messages rest only upon words. Third, the Internet introduces an expanded network potential, which can also influence behavior. Individuals are likely to be less risk averse when pursuing relationships if they have many opportunities as opposed to few.

Interpersonal communication is the process of **exchange of information**, ideas and feelings between two or more people through verbal or non-verbal methods.

It often includes face-to-face exchange of information, in a form of voice, facial expressions, body language and gestures. The level of one's interpersonal communication skills is measured through the **effectiveness of transferring messages** to others.

interpersonal skills are crucial for business success. Let's now take a look into why **interpersonal communication is crucial** for your career development and productivity in the workplace.

1. Problem solving

Interpersonal communication skills are necessary because they **allow people to discuss problems** and weigh the pros and cons of alternatives before coming up with the final solution. For example, brainstorming exercises are situations in which interpersonal communication comes into play as it is very important that everyone feels respected and free to share their voice, ideas and views.

2. Alignment with business goals

Poor communication between employers and employees **can harm the business in many ways**. When managers and leaders are unable to clearly communicate tasks, workers can quickly become frustrated and disconnected with the business goals.

Moreover, many employees say that their managers don't give them clear directions and goals for their work.

Therefore, managers should be able to, with proper online and offline communication as well as the right internal communication tools, continuously align employees with the business strategy.

3. Trust

According to the American Psychological Association, a quarter of employees in the US do not trust their employers, and only about 50% of them **believe that their bosses are open** with them. Lack of trust and transparency are some of the most common causes of poor workplace communication.

Interpersonal communication skills are crucial for **improving trust and workplace communication**, and all employees, especially business leaders, should therefore improve communication with their employees.

4. Change management

Good interpersonal communication is very important during change management efforts within organizations. Effective employee communication helps employees better understand the change, align with it and collaboratively work towards implementing the change successfully.

5. Company culture

Interpersonal relationships, especially when executed well, are important for an organizational culture to thrive. When employees possess good interpersonal communication skills, organizational culture becomes more synergic and positive. With bad interpersonal relationships, on the other hand, **negativity, confusion, and conflicts** become inevitable. This ultimately ruins the work environment, reduces employee productivity, and adversely affects the company's bottom line.

6. Employee recognition

Good interpersonal communication **drives more employee recognition**. When employees have good interpersonal relationships with each other and their managers, they are more likely to recognize each others' good work and give constructive feedback.

7. Workplace miscommunication

Managers who maintain professionalism, open workplace communication and a positive attitude are more likely to be seen as approachable by their employees.When employees feel like they can speak openly with decision-makers, workplace miscommunication, gossip and rumors are **much less likely to happen**.

8. Personal relationships

Interpersonal skills are extremely important for creating and maintaining meaningful personal relationships in the workplace. People with good interpersonal communication skills can, therefore, **build healthy relationships** with their colleagues and work much better as a team.

9. Effective management and leadership

The ability to foster interpersonal relationships, establish trust and communicate clearly are all **crucial skills for an effective leader**. When a manager has poor interpersonal communication skills, they can expect to irritate and confuse employees. In fact, there is a greater need for managers to work on their interpersonal skills than there is for the average employee.

10. Employee success

Good interpersonal communication skills are also necessary for managers to **help their employees do their jobs successfully**. Leaders need to be able to pass on the right skills to the employees that will enable them to perform their tasks and achieve business goals. Moreover, they **should be the ones to teach** their employees interpersonal communication skills.

11. Conflict management

Conflict is normal in the workplace, and we can't always expect from our employees to **resolve conflicts in a calm and timely manner**. When conflicts like this arise, interpersonal communication becomes crucial for resolving them. Conflict management cannot happen without effective interpersonal communication. In fact, all conflict management strategies that use communication to soften situations in stressful environments are much more successful.

12. Career development

As many employers are looking for workers with good communication skills, continuous improvements of interpersonal communication skills can **bring career progressions** for many employees. Moreover, in a survey conducted by Workforce Solutions Group, it was revealed that more than 60% of employers say that applicants are not demonstrating sufficient communication and interpersonal skills to be considered for jobs.

In addition, the increasing prevalence of communication technologies means that employees and communicators now have to adapt to the new employee communication trends.

13. Remote work

This year, we have all witnessed the importance of communication in the workplace. With the emergence of remote work, interpersonal communication among peers, colleagues, managers and leaders has been disrupted. Yet, it is more important than ever before.

In order to keep their cultures open and transparent, employers need to **continue to drive engaging workplace conversations** even when employees are physically dispersed.

14. Crisis management

In addition to remote work, many employers will remember 2020 as the year of crisis management. One of the characteristics of companies that manage crisis more successfully, is the **ability to drive interpersonal communication within the workplace**. When employees are connected and have the ability to collaborate efficiently, it is much easier for organizations to communicate the impact of the crisis on both personal and company-wide levels.

6 Elements of Interpersonal Communication

In communication theory, there are six key components of interpersonal communication.

The communicators

Term communicator refers to both the sender of the information as well as the receiver. In interpersonal communication, there are at least two communicators involved in the conversation.

The message

One of the most important parts of interpersonal communication is the message. Message can be conveyed in many ways: speech, body language, tone of voice, gestures and other indicators.

Noise

Noise refers to the gap between the message that is received and what it sent. Examples of noise include jargon, language barriers, inattention and more. Noise is the problem that many companies face in the workplace, and the reason why internal communicators are struggling to get the necessary employees' attention.

Feedback

Feedback is the response of the receiver. In other words, it's the message sent back to the sender. Feedback is important because it allows the sender to know whether the message has been received and interpreted correctly.

Context

Whether a message is received and interpreted correctly depends mostly on context. Therefore, interpersonal communication is contextual. Context is about the environmental factors that influence the outcomes of communication.

These include time and place, as well as factors like family relationships, gender, culture, personal interest and the environment

Channel

Finally, this interpersonal communication element refers to how the communication occurs. A message is sent and received through a specific channel, or medium.

Besides face-to-face communication, some of the most common communication channels in the workplace include emails and intranets. Identifying and understanding the performance of those communication channels is extremely important for employers.

Emotional and Social Intelligence in Decision Making and Problem Solving

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One may have come across a highly-skilled and intelligent person who isn't doing so well professionally. On the flip side, you might have noticed that a lot of highly successful people aren't necessarily the smartest or the most talented. This difference in levels of success can be attributed to emotional intelligence.

Emotional intelligence is a topic that has been researched since the early 1990s and has been found to be an important indicator of life and career success. In fact, our book is written around the ability to develop emotional intelligence skills.

Emotional intelligence

(EQ) refers to a form of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions. This is different from **intelligence quotient (IQ)** in that IQ measures intelligence based on a score derived from intelligence tests. The other main difference between the two is that IQ is stable over a life time, while EQ can grow and develop over time.

The original researchers of EQ, John Mayer and Peter Salovey, provided the first hint of emotional intelligence in their research, but much of the later research on emotional intelligence was done by Daniel Goleman. According to Goleman, there are four main aspects to emotional intelligence, which we will discuss later in this section. First, why is emotional intelligence necessary for success? To begin with, different from what was previously thought, IQ is not a good predictor of job performance, happiness, or success. Goleman points out that if this myth were true, everyone who graduated at the top of their class with honors would be the most successful people. Because we know this isn't the case, we know qualities other than just IQ can help predict success. Research by Travis Bradberry and Jean Greves has shown that EQ makes up 58 percent of our job requirements and is the single biggest predictor of performance in the workplace and the strongest driver of leadership and personal excellence. Their research also showed that 90 percent of high performers at work had high EQ, while 20 percent of low performers had low EQ. In other words, you can be a high performer at work without EQ, but the chances are slimmer with low EQ. EQ research by Bradberry and Grevesshows a link between higher EQ and higher salary. In fact, for every point increase in EQ, there is a $1,300 per year increase in salary.

In one study performed by Virginia Tech, six hundred undergraduate computer science students and twenty institutions participated in a survey that measured emotional intelligence and the ability to handle demanding curriculum. Although emotional intelligence was not directly linked to academic success in the study, students with higher levels of emotional intelligence had more self-efficacy(belief in one's own ability), which allowed them to handle problems better creating higher academic success. For example, the ability to read body language and understand when someone is sad or mad and needs to talk is an emotional intelligence skill. These skills enable us to interact with others successfully. Consider a person who does not have a "filter" and continually puts down others and says exactly what is on their mind, even if it is hurtful. This clear lack of emotional intelligence affects this person's ability to have good, healthy relationships, both at work and in their personal life.

What Is Emotional Intelligence?

So what is emotional intelligence, really? The *Harvard Business Review* defines it as an individual's ability to accurately recognize, understand and manage their own emotions as well as that of others. This means that emotionally intelligent individuals are good at reading into people's emotions and choosing an appropriate reaction accordingly.

How Emotional Intelligence Influences Success

According to a study by Talent Smart, emotional intelligence plays the biggest role in performance when compared to 33 other workplace skills. They found that emotional intelligence influences 58% of success across every type of job. But it's important to understand exactly why this is and why there's a connection between emotional intelligence and success.

There are some key traits that can be attributed to emotional intelligence that play a role in how emotionally intelligent people behave. They also influence how these people engage with others and react to situations. What we need to do right now is understand how these signifiers of emotional intelligence play a role in an individual's success.

1. Self-Awareness

To be self-aware means you have a clear understanding of your emotions, strengths and shortcomings. This means you'll find it easier to own up to your mistakes and admit it when you don't know something. It's also easier to process how a certain situation makes you feel.

Self-awareness is one of the most important components of emotional intelligence. It can be attributed to success because you clearly know how your feelings impact your performance. You're not afraid to admit it when you can't handle something so you avoid creating situations that are problematic for you and for everyone else.

By having a clear understanding of your shortcomings, you also make an effort to work toward improvement. Those improvements may then result in higher chances of success on a personal and professional level.

2. Self-Regulation

Also known as self-management, self-regulation is another important component of emotional intelligence. Since you have a clear understanding of your emotions, you also know how to manage them effectively. It doesn't mean you don't allow yourself to feel bad, but rather that you avoid acting upon your negative emotions.

Instead of reacting to every feeling, you wait for the emotion to pass so you can understand how to respond reasonably. You can effectively control your words and actions, helping you make calculated moves instead of impulse decisions. You are better at handling change and adapting to new circumstances.

3. Empathy

Emotionally intelligent people are also more empathetic than those with low emotional intelligence. It's because they can accurately pick up on other people's emotions and understand how their words and actions can impact those emotions. As a result, they take people's emotions into consideration while choosing the right words and actions.

Instead of making instant judgments, they try to understand someone else's situation and actions. This helps them focus on a viable solution instead of a rash decision or reaction to someone's words and actions.

This means that emotionally intelligent people are more likely to work well with others. This can benefit them when working with team members, employees or clients. They know how to communicate what's needed or handle difficult situations effectively without hurting people's sentiments. This makes it easier to thrive professionally and personally.

4. Social Skills

Emotional intelligence also comprises good social skills, which are crucial for an individual's success. They're friendly and likable so they get along well with others and are excellent team players. Since they can clearly communicate with others while keeping people's emotions in mind, they're also better at finding common ground with different kinds of people.

When working with groups, emotionally intelligent people have a high awareness of the group's emotional climate and respond appropriately. Due to their social skills, emotionally intelligent people can also focus on the social aspect of their business instead of just focusing on the product.

So they know exactly how to deliver solutions that meet the needs and desires of their target customers. For example, emotionally intelligent SEO experts will mainly focus on how user experience impacts search ranking. This will work in their favour, especially since some experts predicted that there will be a closer focus on user engagement and experience in SEO in 2018.

They can also maintain strong interpersonal relationships with clients. This increases customer loyalty and improves the chances of achieving long-term success.
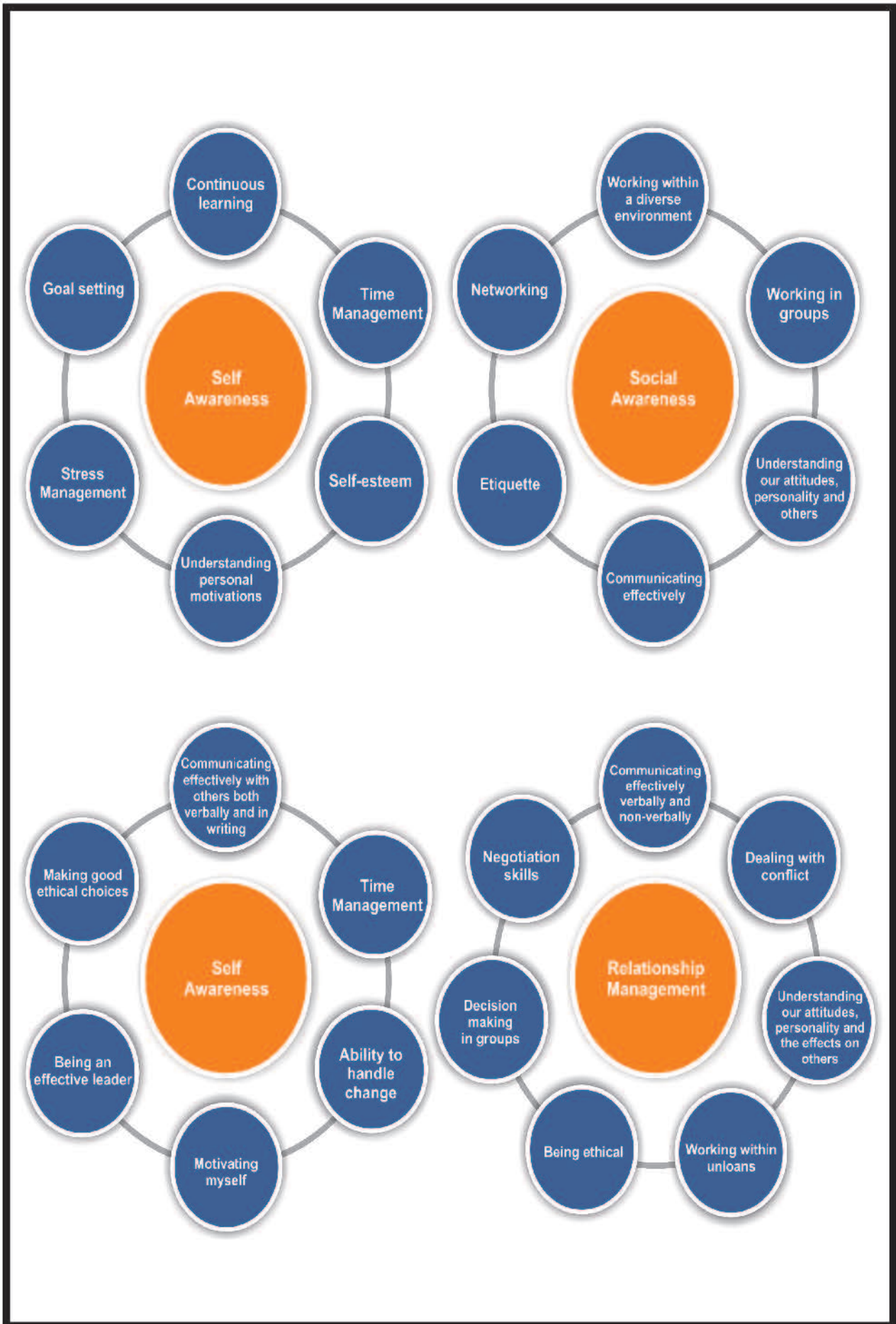
How To Increase Your Emotional Intelligence

Many people are lucky enough to naturally develop emotional intelligence. In a way, these people were born for success. However, there's still hope even for those who weren't naturally gifted with high emotional intelligence. Here are a few tips you can use to improve yours:

• The first step is to practice self-awareness and learn to understand your feelings. Try to identify what you're feeling, why you're feeling that certain emotion and how you can respond appropriately. Write everything down if it makes it easier to observe and assess your emotions.

• Pay close attention to your words and actions and observe if you're reacting or responding to situations. If you notice that you are reacting, it might be a good idea to learn how to take things slow and make a calculated response instead.

You can clearly see how people with high emotional intelligence have increased chances of success. If you wish to build your emotional intelligence to open more doors, it may be wise to seek an emotional intelligence mentor to unlock greater career potential.

EI is the key to success in our life, as you can see from Figure below

Self Awareness: Continuous learning, Goal setting, Time Management, Stress Management, Self-esteem, Understanding personal motivations

Social Awareness: Working within a diverse environment, Networking, Working in groups, Etiquette, Understanding our attitudes, personality and others, Communicating effectively

Self Awareness: Communicating effectively with others both verbally and in writing, Making good ethical choices, Time Management, Being an effective leader, Ability to handle change, Motivating myself

Relationship Management: Communicating effectively verbally and non-verbally, Negotiation skills, Dealing with conflict, Decision making in groups, Understanding our attitudes, personality and the effects on others, Being ethical, Working within unloans

Understanding Nonverbal Cues for improved relationship

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Besides our choice of words and the volume and tone of a voice, gestures, posture and facial expressions all convey powerful messages to the people we are talking to, which is precisely why everyone pays close attention to other people's body language. What's more, some research suggests that your body language can even affect your hormones, which affect your decisions and attitudes to risk. In other words, how we say what we say to people is at least as important as what we say to them.

Yet for all the care we take to read other people's body language, we're remarkably unconscious when it comes to our own. This is largely, I think, because knowledge of our true selves is hard and does not come naturally to us. Most of us are not what we think we are and therefore we need to question our self-image, which all too often is an idealized version of our true selves.

Here are five crucial things that every leader needs to know about body language:

1. You make an impression in less than seven seconds

In business interactions, first impressions are crucial. Once someone mentally labels you as "trustworthy" or "suspicious," "powerful" or "submissive," everything else you do will be viewed through such a filter. If someone likes you, she'll look for the best in you. If she mistrusts you, she'll suspect all of your actions.

While you can't stop people from making snap decisions the human brain is hardwired in this way as a survival mechanism you can understand how to make those decisions work in your favour.

First impressions are made in less than seven seconds and are heavily influenced by your body language. In fact, studies have found that nonverbal cues have over four times the impact on the impression you make than anything you say. Here are a few tips to keep in mind

- **Adjust your attitude**. People pick up your attitude instantly. Before you greet a client, or enter the conference room for a business meeting, or step onstage to make a presentation, think about the situation and make a conscious choice about the attitude you want to embody.

- **Smile**. Smiling is a positive signal that is underused by leaders. A smile is an invitation, a sign of welcome and inclusion. It says, "I'm friendly and approachable."

- **Make eye contact**. Looking at someone's eyes transmits energy and indicates interest and openness. (To improve your eye contact, make a practice of noticing the eye color of everyone you meet.)

  Lean in slightly. Leaning forward shows you're engaged and interested. But be respectful of the other person's space. That means, in most business situations, stay about two feet away.

- **Watch your posture**. Research from Kellogg School of Management at North western University discovered that "posture expansiveness," positioning oneself in a way that opens up the body and takes up space, activated a sense of power that produced behavioral changes in a subject independent of their actual rank or role in an organization. In fact, it was consistently found across three studies that posture mattered more than hierarchy in making a person think, act, and be perceived in a more powerful way.

- **Shake hands**. This is the quickest way to establish rapport. It's also the most effective. Research shows it takes an average of three hours of continuous interaction to develop the same level of rapport that you can get with a single handshake. (Just make sure you have palm-to-palm contact and that your grip is firm but not bone-crushing.)

2. Building trust depends on your verbal-nonverbal alignment

Trust is established through a perfect alignment between what is being said and the body language that accompanies it. If your gestures are not in full congruence with your verbal message, people subconsciously perceive duplicity, uncertainty, or (at the very least) internal conflict.

Neuroscientists at Colgate University study the effects of gestures by using an electroencephalograph (EEG) machines to measure "event related potentials" – brain waves that form peaks and valleys. One of these valleys occurs when subjects are shown gestures that contradict what's spoken. This is the same brain wave dip that occurs when people listen to nonsensical language.

So, in a very real way, whenever leaders say one thing and their gestures indicate another, they simply don't make sense. Whenever your body language doesn't match your words (for example, dropping eye contact and glancing around the room while trying to convey candor, rocking back on heels when talking about the organization's solid future, or folding arms across chest while declaring openness) your verbal message is lost.

3. What you say when you talk with your hands

Have you ever noticed that when people are passionate about what they're saying, their gestures automatically become more animated? Their hands and arms move about, emphasizing points and conveying enthusiasm.

You may not have been aware of this connection before, but you instinctively felt it. Research shows that audiences tend to view people who use a greater variety of gestures in a more favourable light. Studies also find that people who communicate through active gesturing tend to be evaluated as *warm*, *agreeable*, and *energetic*, while those who remain still (or whose gestures seem mechanical or "wooden") are seen as *logical*, *cold*, and *analytic*.

That's one reason why gestures are so critical to a leader's effectiveness and why getting them right in a presentation connects so powerfully with an audience.

I've seen senior executives make rookie mistakes. When leaders don't use gestures correctly (if they let their hands hang limply to the side or clasp their hands in front of their bodies in the classic "fig leaf" position), it suggests they have no emotional investment in the issues or are not convinced about the point they're trying to make.

To use gestures effectively, leaders need to be aware of how those movements will most likely be perceived. Here are four common hand gestures and the messages behind them:

- **Hidden hands**. Hidden hands make you look less trustworthy. This is one of the nonverbal signals that is deeply ingrained in our subconscious. Our ancestors made survival decisions based solely on bits of visual information they picked up from one another. In our prehistory, when someone approached with hands out of view, it was a signal of potential danger. Although today the threat of hidden hands is more symbolic than real, our ingrained psychological discomfort remains.

- **Finger pointing**. I've often seen executives use this gesture in meetings, negotiations, or interviews for emphasis or to show dominance. The problem is that aggressive finger pointing can suggest that the leader is losing control of the situation – and the gesture smacks of parental scolding or playground bullying.

- **Enthusiastic gestures**. There is an interesting equation of hand and arm movement with energy. If you want to project more enthusiasm and drive, you can do so by increased gesturing. On the other hand, over-gesturing (especially when hands are raised above the shoulders) can make you appear erratic, *less* believable, and *less* powerful.

- **Grounded gestures**. Arms held at waist height, and gestures within that horizontal plane, help you - and the audience - feel centered and composed. Arms at waist and bent to a 45-degree angle (accompanied by a stance about shoulder-width wide) will also help you keep grounded, energized, and focused.

4. Your most influential communication medium is (still) face-to-face

In this fast-paced, techno-charged era of email, texts, teleconferences, and video chats, one universal truth remains: Face-to-face is the most preferred, productive, and powerful communication medium. In fact, the more business leaders communicate electronically, the more pressing becomes the need for personal interaction.

Here's why:

In face-to-face meetings, our brains process the continual cascade of nonverbal cues that we use as the basis for building trust and professional intimacy. Face-to-face interaction is information-rich. We interpret what people say to us only partially from

the words they use. We get most of the message (and *all* of the emotional nuance behind the words) from vocal tone, pacing, facial expressions, and other nonverbal cues. And we rely on immediate feedback – the instantaneous responses of others – to help us gauge how well our ideas are being accepted.

So potent is the nonverbal link between individuals that, when we are in genuine rapport with someone, we subconsciously match our body positions, movements, and even our breathing rhythms with theirs. Most interesting, in face-to-face encounters the brain's "mirror neurons" mimic not just behaviours, but sensations and feelings as well. When we are denied these interpersonal cues and are forced to rely on the printed or spoken word alone, the brain struggles and real communication suffers.

Technology may be a great facilitator for factual information, but meeting in person is the key to positive employee and client relationships. As Michael Massari, Ceasars Entertainment's SVP of National Meetings and Events, told me: "No matter what industry you work in, we are all in the people business. Regardless of how tech-savvy you may be, face-to-face meetings are still the most effective way to capture the attention of participants, engage them in the conversation, and drive productive collaboration. In fact, at Ceasars, our mantra is: If it's not that important, send an email. If it's important but not mission critical, pick up the phone. If it's critically important to the success of your organization, go see someone."

5. If you can't read body language, you are missing half the conversation

More business executives are learning not only how to send the right signals, but also how to read them. Peter Drucker, the renowned management consultant, understood this clearly. "The most important thing in communication," he once said, "is hearing what *isn't* said."

Communication happens over two channels verbal and nonverbal resulting in two distinct conversations going on at the same time. While verbal communication is obviously important, it's not the only message being sent. Without the ability to read body language, we miss crucial elements to conversations that can positively or negatively impact a business.

When people aren't completely onboard with an initiative, leaders need to be able to recognize what's happening and to respond quickly. That's why engagement and *disengagement* are two of the most important signals to monitor in other people's body language. Engagement behaviours indicate interest, receptivity, or agreement while disengagement behaviours signal boredom, anger, or defensiveness.

Engagement signals include head nods or tilts (the universal sign of "giving someone your ear"), and open-body postures. When people are engaged, they will face you directly, "pointing" at you with their whole body. However, the instant they feel uncomfortable, they may angle their upper body away giving you "the cold shoulder." And if they sit through the entire meeting with both arms and legs crossed, it's unlikely you have their buy-in.

Also, monitor the amount of eye contact you're getting. In general, people tend to look longer and with more frequency at people or objects they like. Most of us are comfortable with eye contact lasting about three seconds, but when we like or agree with someone we automatically increase the amount of time we look into his or her eyes. Disengagement triggers the opposite: the amount of eye contact decreases, as we tend to look away from things that distress or bore us.

Body-language savvy is becoming part of an executive's personal brand. Great leaders sit, stand, walk, and gesture in ways that exude confidence, competence, and status. They also send nonverbal signals of warmth and empathy – especially when nurturing collaborative environments and managing change. As an executive coach, I've been awed by the impact that body language has on leadership results. Good body language skills can help you motivate direct reports, bond with audiences, present ideas with added credibility, and authentically project your personal brand of charisma. That's a powerful set of skills for any leader to develop.

Managing Time Wisely: Ways and Means

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Businesses are fraught with waste. Whether it's due to inefficient processes, disproportionate resource allocation to poor-performing lines of business or employees who physically waste work time due to poor time management, it's hard to stop the slow bleed from businesses.

But perhaps the key to addressing employee waste is not in tighter discipline, but more rewards. Investing in personal development skillsis the number-one way to challenge and motivate employees. But even employees who have risen to the top and still enjoy their jobs can find themselves daydreaming and lackadaisical at times.

So, why not challenge their time management skills? Time management is an excellent system that can promote both personal and professional development. It's a win-win.

It has been proved techniques of time management for years now and it has actively contributed to one's success. Recently shared this with staff, as part of a number of new workshops designed to improve efficiency and productivity. The results have been nothing but positive. Unfortunately, its success can only go as far as my employees are willing to follow their own personal time management systems.

Here, to share some workplace time management tips and the system that I have followed for success.

Find your time management system.

There are plenty of time management regimens to follow, but my personal favorite modus operandi has to be Tony Robbins' Rapid Planning Method (RPM). What separates this system from others is its emphasis on prioritizing tasks that are most important to your long-term goals. His system is based a simple three-step action plan.

1. Capturing
2. Chunking
3. Creating RPM blocks

The first step involves taking an hour out of the week to begin writing down your goals and planning out your schedule. This is called the "hour of power" and I typically do mine on Sundays. Don't just think about the who, what, when and where. Write down the reasons for your goals. Don't limit your focus to day-to-day activities, either.

Next, think about how smaller tasks you plan can lead you to that overall goal and then look outward to see how you can chunk these tasks to improve your efficiency of reaching this goal. For example, if you're going to a particular city to meet someone, why not accomplish all of your tasks that are already required of the week in that particular location.

To do this, prioritize tasks by their importance and understand their relations to each other. This is what is meant by creating blocks. Once inside these blocks, write down your chunked tasks and assign each task its importance and expected results. Robbins calls this a "massive action plan."

Finally, Robbins suggests assigning an empowering role to yourself. The purpose behind this is to again remember the why and enjoy the things you do. For example, if you need to run the kids across town for school, try to label this activity as a chance to bond with your children, rather than just simply taking your kids to school.

The purpose of all of this is to live a purpose-driven life and to truly appreciate the things we do. Sometimes we feel disillusioned with day-to-day life and it requires taking a step back and assessing what's most important to us to become more focused.

Create goals for the future and evaluate.

What I learned from Robbins' time management system can translate into actionable items for people who are new to time management. First, the most important aspect of time management is goal setting.

Before each day, set goals for what you want to accomplish and then write down what you were able to accomplish at the end of the day. By writing down your goals, you are more likely to accomplish them.

Eliminate the low-hanging fruit.

The next step is to schedule each task. When scheduling tasks for the next day or week, get the easy stuff out of the way first. Cleaning, waxing and vacuuming your car only requires a half hour and can be accomplished together. By eliminating the low-hanging fruit first, you'll notice that your schedule is not nearly as busy as you think it is.

Break larger tasks into smaller ones.

When engaging in larger tasks, such as losing weight, work your way to success by completing smaller preliminary tasks. For example, if you're trying to lose 20 pounds by the end of the year, schedule tasks to go to the doctor, slowly switch your diet and lose a little bit of weight by the end of each month. Over time, this will start to add up toward completing your end goal.

Eliminate distractions.

This all sounds good and easy, but life is filled with noise that can be nearly impossible to tune out.

Well, why not chunk the distractions and schedule them into your own blocks? Block off an hour to respond to emails and instant messages, instead of responding to each one of them individually throughout the day. Set aside an hour for TV and make up for lost time watching the game.

Don't multitask.

The worst thing you can do is multitask. If you start a task, complete it before moving on to another. You'll notice your efficiency increase as you set aside your total focus and energy for the task at hand.

Time management is not easy. But by understanding the motivations for why we do certain things in life, we can establish a system that actively helps us reach the goals that are most important to us.

Improving Work-Life Balance

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Since the start of the pandemic, traditional business hours have gone out the window. Instead, professionals are working around their family schedules. The working times are different for everyone, and the boss no longer has any control over the schedules of direct reports. These days, some people in your company are probably online in the early morning, while some are online late into the evening, and others, much of the weekend. This may make you feel like you need to be online all the time to accommodate all of these schedules, and to be available for communication at all hours.

Now more than ever, the phrase "business hours" is devoid of meaning. During the pandemic, "business hours" has morphed into "any hours" or, more precisely, "all hours" so it should be no surprise that burnout has become a serious and growing problem. However, the pandemic-induced emotional exhaustion of employees is often overlooked by companies until it's too late.

Work-Life Balance Is More Important Than Ever

At this time of tremendous transition, leaders have a critical responsibility to be deliberate and explicit about expectations of availability, and to define exactly what "business hours" means to your organization. Leaders have an opportunity to make company culture much more supportive of employees' work-life balance. And yes, despite all the talk before COVID about "work-life integration" and "work-life blending," the pandemic has shown that work-life *balance* is more important than ever. The way I define this for my clients is simply, "Don't work too much." When you do other things in addition to work, you will have more creativity and motivation during your work time. The way I like to phrase it is that sometimes the best thing you can do *for* your work is *not work!*

Work-Life Balance Depends on Leaders

There is now ample evidence to show that despite how it may seem, working more hours doesn't necessarily increase our productivity. In fact, it's often the reverse. Studies indicate that after 50 hours a week, productivity starts to decline.

Working too many hours limits access to your full range of skills and abilities—the unique characteristics you were hired for in the first place. Your brain needs time to unplug and recharge in order to unleash your genius and creativity.

Set Boundaries with Technology

Even if your team communication is limited to channels, you can "shut off," such as Slack chats and email, checking messages 24/7 is often too hard to resist. That's partly because we have a habit of doing it all day, so that habit can't be "paused" just because the workday is over. Also, employees want to appear "responsive" when you email them on evenings and weekends, especially if "responsiveness" is something that is highly valued and expected at your company.

That said, as a leader, it's your responsibility to help dissuade workers from feeling they need to always be available and can never fully disconnect from work.

Citigroup CEO Jane Fraser agrees. She made news this week when she banned internal Zoom calls on Fridays simply to give employees a brain break and help them refresh. Acknowledging how the pandemic has blurred the line between work and home, Fraser also encouraged employees not to communicate after their "business hours" so that they could have time to reset and recharge.

Explicitly Encourage Employees to Recharge

Like Jane Fraser, leaders everywhere should focus on developing a company culture that encourages work-life balance. This is good for individuals and for the bottom line; happy employees are more productive, and burnout is a primary obstacle to happiness at work.

With that in mind, here are some suggestions for what leaders can do to help their teams thrive:

- Be a good role model for work life balance, because the leader's work-life balance has a big impact on your team members' work-life balance.

- Encourage all employees to use vacation time (and not work while they're gone!) and take vacation yourself. Research strongly supports the idea that truly disconnected vacation time is critical for staving off burnout and increasing employee productivity.
- Help employees feel that they *can* disconnect, by designating someone else they can put on their out-of-office messages, and maybe even allowing them to have emails deleted while they're gone.
- Decide on your company's "communication hours," and strongly discourage team members from sending work-related messages to one another outside of these hours. Designate a specific channel, like text messages, to use for emergencies outside of these communication hours.

As a leader, you play a critical role in the company culture. While ultimately, work-life balance is up to employees, it can't be evaluated in a vacuum, and the company culture will shape the employees' attitudes and behaviours.

Work-Life Balance Is Up To Individuals

While it might seem like this headline conflicts with the one above, it's true that the team's work-life balance is the responsibility of *both* leaders *and* individuals.

So below are several ways you can preserve enthusiasm for your work and reduce your own risk of burnout as you head back to the office whether you're reporting to the office every day or just for a few hours a week.

If you work at a demanding company, you might feel defeated, and like you have no choice but to work ever-longer hours. However, you probably *do* have some degree of choice in how often you work, and even where you work.

How Often You Work

If your work depends on your brainpower, then giving your brain the downtime and stress reduction it needs might help you become better at your job and get more done in less time. So back off a little bit, take better care of yourself, and see what happens. You might be surprised at the results.

Another idea is to give the appearance of working more hours without actually doing it, a tactic successfully used by many male professionals. In this Harvard Business Review article, Erin Reid discusses how men's performance is often praised even when they're doing less. So if you are convinced that you *must* work long hours to get your job done, question that belief.

Also consider if you have room to learn how to get more done in the same amount of time by better managing your attention and your responsibilities.

How You Communicate

So many knowledge workers make the mistake of viewing email as "the thing you squeeze in between 'real' work." But many of my clients can spend more than 3 hours a day simply responding to email! So email, as well as other forms of communication, is absolutely real work and deserves to be treated as such.

Carve out time in your schedule for email. Know that communications never end, so when it's time to process your email, take two important steps:

1. Once you've addressed a message, move it out of your inbox. Use your email inbox only for receiving and processing messages, not for storing them.

2. Work in offline mode. You will never be "done" with email, but you *can* be "done for now."

Where You Work

The pandemic has tightened many segments of the job market, so if you are qualified to work in one of those segments, you might have opportunities to move to a company that puts a higher premium on work-life balance. Sometimes, the grass really is greener somewhere else. Before you allow yourself to feel "stuck," fully explore your options. Remember, though, that if you are the primary driver of your long work hours, those habits will follow you wherever you go.

Business Hours Can Be Individualized

In the new normal, we need to be deliberate about when we are working and when we aren't. Going forward, different teams may work different business hours, and that *can* work. And freelancers and contractors may set their own business hours. What's important here is not which hours are working hours, but that all hours are *not* "business hours." Companies who want the happiest, most productive employees need to cultivate a culture that respects their workers' time off. They must also help them define when they need to be available, and when they don't.

Together you can generate ideas that cultivate both a bottom-up and top-down communication policy for your company that is healthy and productive for everyone.

Phases of Human Resources Management

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Human resources management deals with the recruitment, training, and management of the employees in a company/office. Any issue in the company/office that is related to the employees, such as training, motivation, benefits, wellness, safety, performance, compensation, hiring, and so on is handled by the human resource management arm of the organization. At the same time, human resources does so much more than simple operational management. Human resources management is as much a premeditated approach as it is a response. Human Resource Management is dealt mostly as establishment section in Government offices. In this establishment section there are many more divisions like cader service section, panel maintenance, Disciplinary cases section etc.

In this context it is understood that human resource management is the most important aspect whether it is company or organization or government offices. The following points may be considered for better management of organization/office/company. Proper Human Resource Management will pave the way for stress free environment in the organisation / office.

Understanding Effective HR

When an organization is efficient in the way it manages its people and has an effective work culture that's usually because the human resources function within that organization is also efficient. A good human resources management arm means the workforce of the company will be effective and efficient in the way it helps to achieve the goals of the organization.

Before anything can be said about the phases of the human resources management arm of an organization, it is important to understand the functions that it carries out.

The Recruitment Function

Recruitment isn't an easy task and, for many HR managers, it can be the most challenging function they have to deal with. For an HR manager to carry out her function well, she/he must pay a lot of attention to the process and mobilize a lot of resources in the process. The recruitment function involves attracting candidates to the organization so that they actually want to apply to work there.

There is a lot of work that goes into the recruitment function, such as writing job descriptions that are attractive, posting them in major publications, looking for candidates, conducting written examination, interviewing the candidates etc.

The Training and Development Function

The HR manager isn't just responsible for recruiting employees but also for training them. This includes refresher training that ensures the employees are up to date with the latest developments in their areas of expertise. With good training, employees will be better able to enjoy their jobs and carry them out more effectively and efficiently. The three phases of training include *setting* up training modules, *training* the employees, and then *monitoring* them and measuring the results to see if the training was successful.

The Professional Development Function

Apart from training, professional development is another function that the human resources management arm takes care of. Basically, professional development is more well-rounded than training, and often, it subsumes training, involving the growth of the employee in all aspects of their career – even mentoring them for future leadership positions within the company/organization.

The organization can facilitate professional development of the employees in various ways, including *sponsorships* that allow them to go to trade shows, seminars and workshops, as well as promoting them to positions of *leadership* within the company/organization and giving them greater responsibilities in the organization.

The human resources arm is also in charge of constantly creating an environment in which the employees feel challenged to grow and better themselves. Ultimately, this makes employees feel as if the company is the best place for them to grow in the long term.

The Function of Setting Compensations

For a company/organization to attain its goals, it should *incentivize* its workforce to want to achieve those goals on its behalf, which involves providing them with compensation and benefits. Compensation comes in the form of a salary, whereas benefits can involve a variety of compensation types, such as flexibility in work hours, medical insurance, maternal and paternal leaves, and so on.

The Appraisal Function

The HR department is also in charge of performance appraisals. The employees of the organization need to be evaluated on their performance in order to find out if they are moving towards achieving the organization's goals. After that, the HR department will determine based on results whether the employee needs to improve his performance and in which areas he/she needs to improve.

The Compliance Function

An HR manager should be conversant with employment law and should ensure that the organization is compliant with all laws that relate to employers and employees. These include working hours, working conditions, minimum wage, tax, and so on.

The Phases of Human Resources Management

In line with the functions carried out by the HR department, there are three key phases in human resources management. **The three phases of human resources management are acquisition, development** and **termination.**

These phases are also known as the **pre-hiring** phase, the **training** phase, and the **post-hiring** phase.

The Pre-Hiring Phase

The pre-hiring phase is basically the recruitment phase. This is the phase when the HR department carries out its recruitment function. Basically, the pre-hiring phase will determine which positions need to be filled in the company/organization; it will write detailed and attractive job descriptions for those positions; it will post the open positions in advertisements in different places, and then, it will curate the candidates that express their interest to find the best one.

The Training Phase

When the new hires join the company/organization, the next phase is to train and orient them for their new positions. Introductions will be provided to their colleagues and their superiors. They will also be taught about policies and the code of conduct, as well as external compliance issues. They will also be trained on the job so that they know the ins and outs of the specific areas they are involved in.

The Post-Hire Phase

During this phase, the employee is settled in his new position in the company. During this phase, the HR department acts as a link between workers and the managers, and it also works as the arbiter in disputes that may form between colleagues.

Human resources will also advise management as to what action to take in case employees are charged with inappropriate conduct. They will also collaborate with the accounting department to handle worker's compensations and any training costs.

Termination, Part of the Post-Hire Phase

Human resources planning has three stages, of which termination is the last. Technically, it is part of the post-hire phase but is important in its own right. The human resources manager is responsible for informing employees when they are terminated. Typically, the department is consulted when the employee's performance records are required; the department also provides advice on the correct steps to take during the termination process.

Sometimes, the HR department is required to conduct termination interviews with the employees before they leave so that they gain feedback as to their experience with the company and what can be changed for the better.

Role of Food and Nutrition in Stress Management

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Stress is a common problem that we all have to deal with at some point in our lives. There are **many factors** that bring stress upon the body – **external pressures** such as work or family responsibilities, and **internal influences** – what we eat and how our digestive, immune and nervous systems are functioning.

Stress is a common problem in most societies. There are three main types of stress that may occur in our everyday lives: *acute* (a brief event such as a heated argument or getting stuck in a traffic jam), *acute episodic* (frequent acute events such as work deadlines), and *chronic stress* (persistent events like unemployment from a job loss, physical or mental abuse, substance abuse, or family conflict). Many of us may experience a combination of these three types.

Our bodies react to all types of stress via the same mechanism, which occurs regardless if the stress arises from a real or perceived event. Both acute and chronic stressors cause the "fight-or-flight" response. Hormones are released that instigate several actions within seconds: pumping blood and oxygen quickly to our cells, quickening the heart rate, and increasing mental alertness. In prehistoric times, this rapid response was needed to quickly escape a dangerous situation or fight off a predator.

How stress affects the body...

- A very small region at the base of the brain, called the hypothalamus, sets off the reaction and communicates with the body through the autonomic nervous system (ANS). This system regulates involuntary responses like blood pressure, heart rate, breathing, and digestion. The ANS signals nerves and the hormone corticotropin to alert the adrenal glands, located on the top of each kidney, to release a hormone called adrenaline into the blood.

- Adrenaline (also known as epinephrine) quickens the heart rate and increases blood pressure so more blood circulates to the muscles and heart to support a boost of energy. More oxygen in the blood is available to the heart, lungs, and brain to accommodate faster breathing and heightened alertness. Even one's vision and hearing may become sharpened.

- If stress continues, the adrenal glands release another hormone called cortisol, which stimulates the release of glucose into the blood and increases the brain's use of glucose for energy. It also turns off certain systems in the body to allow the body to focus on the stress response. These systems include digestion, reproduction, and growth.

- These hormones do not return to normal levels until the stress passes. If the stress does not pass, the nervous system continues to trigger physical reactions that can eventually lead to inflammation and damage to cells.

With acute stress, the event is brief and hormone levels will gradually return to normal. Acute episodic and chronic stress repeatedly trigger the fight-or-flight response causing a persistent elevation of hormones, leading to a risk of health problems

- Digestive issues (heartburn, flatulence, diarrhea, constipation)
- Weight gain
- Elevated blood pressure
- Chest pain, heart disease
- Immune system problems
- Skin conditions
- Muscular pain (headaches, back pain, neck pain)
- Sleep disruption, insomnia
- Infertility
- Anxiety, depression

The good news is that there are plenty of simple lifestyle changes that we can make to help us to manage our stress levels.

All these responses, known as **'fight or flight'**, are designed to help you meet physical challenges that threaten your survival when faced with stress (e.g. how your

body would respond if you were being chased by lions). The trouble is, in today's high stress culture, the stress response continually remains on full alert and the body does not have a chance to recover.

How hormones are affected...

The adrenal glands, nestled on the upper, inner surface of each kidney, produce the main stress response hormones *adrenaline, noradrenaline* and *cortisol.* Over time, the adrenal glands may **become overworked** and have difficulty producing the right amount of these hormones.

How diet can help

Eating a balanced and healthy diet is key to helping our bodies to manage the physiological changes caused by stress. An important part of any stress response includes **identifying and reducing the causes of stress**. Adrenal function is significantly influenced by blood sugar levels, therefore much of the dietary advice below aims to **stabilise levels of sugar in the blood**

Choose whole, natural foods and ensure a minimum of five portions of non-starchy vegetables per day – and eat a rainbow!

Start the day with a balanced breakfast. Avoid sugary cereals, pastries and too much caffeine.

Prioritise protein. When chronically stressed the body has an increased demand for protein. Protein requirements are estimated at **0.7-1.8g per kg body weight** daily. Choose lean meat, chicken, fish, eggs, beans, lentils, nuts and seeds in each meal. Protein helps to slow the release of sugar into the blood stream.

Try not to skip meals. Ensure that you eat regularly, taking healthy snacks as necessary. Small, regular meals will help to maintain energy levels and mood, while decreasing tiredness and irritability.

Avoid highly refined foods such as white bread, pasta, chocolate, biscuits, sweets or foods with added sugars. Hidden sugars are also in many cereals, breads, tinned produce and processed or packaged foods. Replace processed foods with the unrefined foods such as brown bread, rice, oats and rye. Note that excess alcohol can also cause imbalanced blood sugar levels.

Watch the caffeine. Stimulants such as tea and coffee may provide a temporary energy boost, but consuming too much may reduce energy levels and deplete nutrients in the long term. Aim to drink at least 1-1.5 litres of filtered water throughout the day and try incorporating herbal or fruit teas instead of caffeinated drinks.

Emotional eating. Try not to reach for food when you are in a stressed state. Stress diverts blood flow away from your digestive system, which you don't want when you are trying to digest your food. You may experience bloating, gas and become prone to discomfort.

Key nutrients

Nutrients that specifically support the adrenalglands include:

- **Vitamin C** found in most fresh fruit and vegetables. It is stored in the adrenal gland and is required to make cortisol.

- **Magnesium** is dramatically depleted in times of stress, and symptoms of deficiency often include fatigue, anxiety, insomnia and predisposition to stress. Include plenty of dark green leafy vegetables, wholegrains, nuts and seeds to supply adequate levels of magnesium.

- **B vitamins** can help to support adrenal function, particularly **B5** which directly supports adrenal cortex and hormone production. Sources include wholegrains, nuts and seeds.