



UNIT-4

PERSONALITY DEVELOPMENT AND LEADERSHIP

Knowledge	Understanding	Application Skills	Evaluation
Overcoming obstacles in life; some man-made and many self-made.	The students will understand the skills.	The students will apply the values to their practical life.	Activities, work sheets and assignments
Leadership techniques, team work, shouldering responsibility and facing challenges.	Becoming responsible and confident in their abilities	They will apply the values to their practical life; time management, communication skills; Interview skills	Activities, work sheets and assignments

Self Awareness

Self-awareness sounds very simple - after all don't we know ourselves. But if we are honest with ourselves, we might become uncomfortable and experience stress since we will see our deficiencies and failure. Self-awareness is a unique human capacity. Self-awareness is the concept that one exists as an individual, separate from other people, with private thoughts. Self-awareness is a personal understanding of the very core of one's own identity. Self-awareness includes our recognition of ourselves, our character, strengths, weaknesses, desires and dislikes. It can help us to recognize when we are stressed or feel under pressure. It is often a pre-requisite for effective communications, interpersonal relationship and developing empathy for others.

Dimensions of Self Awareness

Self-awareness involves knowing ourselves and our personality, and accepting oneself in spite of our imperfection. It includes all aspects of our selves - our thoughts, emotions, likes, dislikes, strengths, weaknesses, fears, fantasies, ambitions, values, priorities, goals, desires, needs, etc. It acknowledges the fact that, *'I may be imperfect, but still I like myself since I am a good human being and possess many good qualities.'*



To have complete self-awareness one needs to concentrate on two aspects: i) how we perceive ourselves - our strengths, weakness, abilities etc., ii) how others perceive us. Both the views give one a complete picture about one self.

Every individual perceives himself/herself in three aspects:

- (a) The perceived self the way one sees oneself.
- (b) The real self-the way one truly are.
- (c) The ideal self-the way one would like to be.

Unhappiness and poor adjustment among people are mainly because of discrepancies between the perceived and the real or ideal self; misperceptions of self leads to discontentment.

"To say 'I love you' one must know first how to say the 'I'."

— Ayn Rand, The Fountainhead

The following dimensions of self-awareness will be dwelt with, as many people limit their self-awareness to their bio-data which is usually what is known to everybody. However, at a deeper level, there is so much inside each one of us that it has many dimensions:

- a) **Self-realization:** Self-realization in the ultimate form of self-awareness. It occurs when one understands one's self and the reason for one's existence in the world.
- b) **Self-knowledge or self-exploration:** This is a process through which we undo or explore ourselves. This exploration, understanding and knowledge are regarding three areas:- (i) Physical self- knowledge about our own body; (ii) Social self – knowledge about how we relate and interact with society; whether we are social, extrovert or introvert; helping nature; empathetic, etc. (iii) Inner self-knowledge about our goals, dreams, aspirations, secrets, fears, etc.
- c) **Self-Esteem:** Self-esteem or self-worth includes a person's subjective appraisal of himself or herself as intrinsically positive or negative to some degree. Developing high self- esteem would improve our self-confidence, the way we look at ourselves, what we can do for ourselves, our well-being, our relationships and our happiness.
- d) **Self-confidence:** Self-confidence builds on self-esteem and this is possible only when one is completely aware about one's abilities and limits. Success, appreciation, care, love etc., are factors that boost one's self-confidence.



- e) **Self-talk:** There are automatic thoughts that can be positive or negative. There are endless talks and conversations that run through our minds throughout the day. Some of our self-talk comes from logic and reason. Self-talk may also arise from misconceptions that we create because of the lack of information. Self-talk is an important strategy for raising ones' self- confidence, only if one practises positive thinking.
- f) **Self-Motivation:** Self-motivation is what makes an individual work towards a goal or target, not for external reasons, but because of his/her own internal will. It is an important quality required by everybody to do various activities like studying, working, earning and building relationships.
- g) **Self-Image:** Self-image is how one perceives himself/herself – positively or negatively. Self-image is important because, how one feels and thinks about himself/herself effects the way he/she acts. Self-image about one's body is called *body image*, which is very often the cause for low self-esteem. By body image, one keeps in mind both internal and external aspects.
- h) **Self-Control:** The ability to control one's thoughts, emotions, urges, desires, fantasies, actions is called self-control. It is part of will power, and includes delayed gratification.
- i) **Self-Purpose:** This is the ability to find a purpose for ourselves in relation to this world. What are our goals in terms of family, friendships, career, hobbies, and interests? When taken to the extreme, what are our goals in terms of our own selves in this world and universe (i.e. self- realization)?
- j) **Individuality and Uniqueness:** Human beings are born with different qualities inherent and later, they acquire some more as they live and learn. This helps individuals to become unique in skills, giving them an identity of their own.
- k) **Personality:** Personality can be defined as the distinctive and characteristic patterns of thought, emotion and behaviour that define an individual's personal style of interacting with the physical and social environment. Personality has various dimensions, including our openness, conscientiousness, attitudes, etc.
- l) **Values:** Value is a concept that describes the beliefs of an individual or culture. Love, care, courage, bravery, respect, integrity and compassion, and respecting elders are examples of values.
- m) **Attitude:** Attitude is a mind-set – the 'way' we think and look at things. All of us, at one time or another, express the three different types of attitudes: positive,



negative and neutral. Half a glass of water may appear half empty to one individual and half full to another.

- n) **Character:** The collective qualities or characteristics that distinguish a person, including her/his reputation, morals and will power.

Swot Analysis

An interesting way to become self-aware is the use of SWOT analysis which focuses on the internal and external environments, examining *strengths and weaknesses in the internal environment* and *opportunities and threats in the external environment*.

The table below gives a clear understanding.

INTERNAL	Strengths - S	Weaknesses - W
EXTERNAL	Opportunities in your field - O	Threats in your field - T

The purpose of a SWOT is to actively promote the identified strengths, minimize weaknesses by planning them out of existence, exploit the opportunities before the window closes and have contingency plans in place to minimize threats before they materialise.

By strengths, we understand the internal positive aspects, that are under control and upon which we can capitalize while planning such as:

- (a) Work experience.
- (b) Education, including value-added features.
- (c) Strong technical knowledge within your field (e.g. hardware, software,).
- (d) Specific transferable skills (e.g., communication, teamwork).
- (e) Personal characteristics (e.g., strong work ethic, self-discipline, creativity, optimism, or a high level of energy).
- (f) Good contacts/successful networking.
- (g) Interaction with professional organizations.

While we mention our weakness we intend to include – Internal negative aspects that are under our control and that we can plan to improve:

- (a) Lack of work experience.
- (b) Low marks, wrong major.
- (c) Lack of goals, lack of self-knowledge and lack of specific job knowledge.



- (d) Weak technical knowledge.
- (e) Weak skills (leadership, interpersonal, communication, teamwork).
- (f) Weak job-hunting skills.
- (g) Negative personal characteristics (e.g., poor work ethic, lack of discipline, lack of motivation, indecisiveness, shyness, emotional).

The above are the internal factors which are to be included in the SWOT analysis. In case of the External factors, firstly it's the *opportunities* – Positive external conditions that one does not have control but of which one can take advantage:

- (a) Positive trends in our field that will create more jobs (e.g., growth, globalization, technological advances).
- (b) Opportunities one could have in the field by enhancing your education.
- (c) Fields which particularly need our set of skills.
- (d) Opportunities for advancement.
- (e) The career path one has chosen which provides unique opportunities.
- (f) A strong network.

And further while we include *threats* we should mention – Negative external conditions that we do not have control upon but, the effect of which we may be able to lessen:

- (a) Negative trends in our field that diminish jobs (downsizing).
- (b) Competitors with superior skills, experience, knowledge.
- (c) Competitors who went to colleges with better reputations.
- (d) Obstacles in the way (e.g., lack of advanced education).
- (e) Limited professional advancement due to cut-throat competition.
- (f) Companies not hiring people with our academic qualification.

This SWOT analysis would help an individual to not only understand oneself and their present situation, but also plan far ahead.

Interpersonal Relationship and Communication

A strong bond between two or more people refers to interpersonal relationship. Attraction between individuals brings them close and eventually results in a strong interpersonal relationship. Communication is said to be the basis of every interpersonal relationship. Infact, effective communication is the key to a healthy and long lasting



relationship and if individuals do not, problems are bound to come. Communication plays a pivotal role in strengthening the bonds of friendship among individuals. A relationship loses its charm if individuals do not express and reciprocate their feelings through various modes of communication. A healthy interaction is essential for a healthy relationship.

Interpersonal Relationship

Forms: An interpersonal relationship can develop between any of the following individuals:

- (a) Colleagues in the same organization.
- (b) Colleagues working in the same team.
- (c) Between a man and a woman (love, marriage).
- (d) With immediate family members and relatives.
- (e) Of a child with his/her parents.
- (f) Between friends.

A relationship can also develop in a group, between students and their teacher, between spiritual guru and disciples and so on.

Essential factors:

- (a) Individuals in an interpersonal relationship must share common goals and objectives. They should have more or less similar interests, and think on the same lines. It is always better if individuals come from similar backgrounds.
- (b) Individuals in an interpersonal relationship must respect each other's views and opinions. Trust is important here.
- (c) Individuals must be friendly for a healthy interpersonal relationship.
- (d) Transparency plays a pivotal role in interpersonal relationship. It is important for an individual to be honest and transparent.

Between a Man and a Woman: A strong interpersonal relationship between a man and a woman leads to friendship, love and finally ends in marriage. A sense of commitment is essential in a relationship marriages. Partners must feel attached to each other and most importantly trust each other. Famous psychologist, Robert Sternberg, proposed the triangular theory of love in interpersonal relationship. According to triangular theory of love following three components lay the foundation in marriages.



The amount of love in any relationship is directly proportional to the above three components. More the three components, stronger is the relationship.

- (a) **Passion:** Passion refers to the physical attraction between two individuals. Individuals must feel physically attracted to each other for the charm to stay in relationship for a much longer period of time.
- (b) **Intimacy:** The amount of closeness between two individuals in a relationship refers to intimacy. Partners must get along well with each other and a strong bond between them is essential.
- (c) **Commitment:** The decision of two individuals to stay together forever is called commitment. Commitment is nothing but two people deciding to be with each other for life.

If any of the above factors is missing from a relationship, love fades in a short span of time, giving rise to troubles and sorrows.

Relationship between Friends:

- (a) Be honest with each other.
- (b) Stand by in times of need.
- (c) Spending quality time together.
- (d) Share problems.
- (e) Respect each other's opinions.

The relationship between children and their parents, brother and sister, immediate family members or relatives revolve around trust, commitment and care.

Role of Communication

It is not always that an individual needs to talk to express his /her feelings. Feelings can be expressed through non-verbal modes of communication as well. Body movements, gestures, facial expressions, hand movements communicate something. Looking happy and contented for the other person to enjoy your presence and not always looking sad and irritated. Eye movements also have an important role to play in relationships. One can make out whether you are angry, unhappy or frustrated by the expression in the eyes.

Being careful of Tone and Pitch: Do not be too loud or too soft. Being loud might hurt the other person. Speak softly in a convincing way. The other person must be able to understand what you intend to communicate.



Choice of Words is Important: Think twice before speaking. Remember one wrong word can change the meaning of an entire conversation. The other person might misinterpret you and spoil the relationship. Be crisp. Express your feelings clearly. Do not try to confuse the other person. Being straightforward helps you in relationships.

Interacting Regularly: An individual must interact with the other person regularly for the relationship to grow and reach the next level. Speaking over the phone, sending text messages are ways of communicating and staying in touch, especially in long distance relationships where individuals hardly meet.

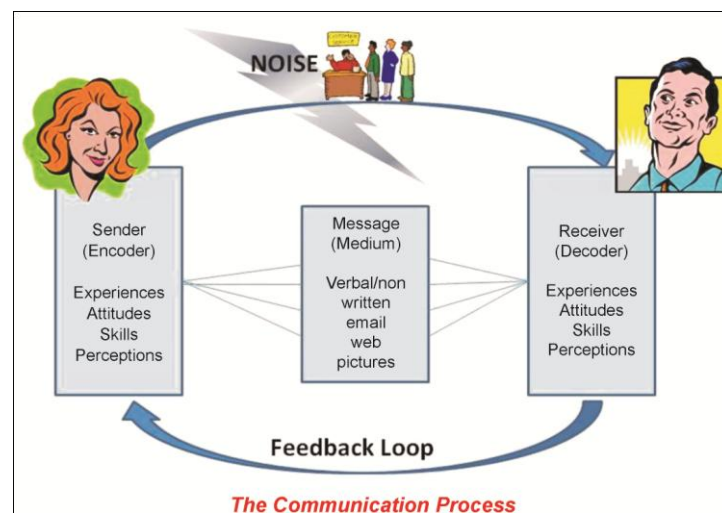
Being Polite: Never ever shout even if he/she has done something wrong. Discuss issues and try to sort out differences amicably. Abusing, fighting, criticizing spoil the relationship and in adverse cases, might end it as well. Being rude is a crime in relationships.

Trying to Understand the other person's point of view as well: Be a patient listener. Unless you listen carefully, you will never be able to communicate effectively.

Communicating through e-mails: If you do not get the time to call your partner/friend regularly, drop him/her a mail. The other person would feel happy and important. e-mails are also an effective mode of communication at workplace. For better relations at workplace, try to communicate through written modes of communication. Be careful about the content of the e-mail and make sure they are self-explanatory. Using capital letters in emails is considered to be rude and loud. Do not share any information with any of your fellow workers verbally. Mark him/her a mail and do keep your boss in the loop. All the related employees must be marked a 'copy' as well. If discussed orally, the other person might refuse later on, creating problems for you.

Communication Skills

Communicative and language skills acquired through personal effort, practice and experience positively influence our personality. Communication is the exchange of information between people, e.g., by means of speaking, writing or by using a common system of signs or behaviour. Communication is intrinsic to human nature.





Communication may be defined as *“A process of sharing facts, ideas, opinions, thoughts and information through speech, writing, gestures or symbols between two or more persons”*. It is something that is universal and happens all the time. We are communicating all the time with others.

The Basics of Communication

Communication is conveying a message – **verbally, written or through the use of signs**. If we do not talk with others, then they will not know what we are thinking and they will not be able to understand us. One will feel terribly lonely this way. For some people, it is the problem of not knowing how to communicate. For others, it may be that they are too afraid to talk about their problems, share their views, and let others know what is going on in their mind. In fact, without communication, our relationships with others are likely to be dominated by suspicion, guesses, misunderstandings and false assumptions. Empathy creates wonderful results only when we are willing to let others know how we feel.

Lack of communication breeds problems in relationships. We tend to assume that others know what we want or how we feel. When they do not react as we expect they should, we get upset. We expect people to understand us. The truth is they do not understand us, as we choose to believe that, ideas can get across at the unspoken level! All too often, the communication between us and our loved ones is merely functional – out of necessity. We waste many opportunities to enhance our understanding of each other and improve our relationship.

For instance, if a person is used to his/her mother's cooking every day, and assume it is her role to cook and therefore, there is no need to make her feel special about it, she may increasingly find cooking a chore. In reality, a lot of effort goes into the cooking task. Each time the mother goes into the kitchen, she puts in the effort by choosing the type of vegetables or ingredients her family members like. More often, when she serves the food, she silently hopes that her son/daughter/ other family members will enjoy it and tell her how good it was. She may be able to tell from the way one gobbles up the food, but nothing is more powerful, than a communication through language at that moment if one can simply say: *“Mummy, it's delicious!”*. This complement will make her day! One can do it every day to make her feel appreciated, even though it is not in our culture, or habit.

There are many such moments for us to express affection, especially to our near and dears. Relationship, like a reservoir, requires constant nourishment. Imagine what



would happen to a reservoir if we keep drawing water from it but there was no rainfall to fill it up. Similarly, we cannot draw affection without investing affection. Things begin to fall apart when relationships are taken for granted.

We often find people harbouring a grudge against each other for being unhelpful, uncaring, not showing sufficient understanding. Many times, we stop talking to people for long durations because of anger. This long silence is like a time bomb, which may explode one day at the slightest provocation. Long silence does not help to resolve problems. On the contrary, it breeds bitterness. When our heart is bitter, we cannot be happy and loving; even though we can suppress the bitterness and pretend that we are fine.

We all have fears, worries, and concerns; talking with somebody we trust is an effective way to relieve ourselves of mental stress. If we can share our inner world with others, we may realize that we are not alone – others have the same problems too. That will make us feel instantly better.

Styles:

- a) **Aggressive:** In this type of communication, people believe that everyone should like them. Aggressive communicators have a close mind and are poor listeners. They have difficulty in seeing other person's point of view; they interrupt and monopolize. They tend to dominate and put down others. They are bossy. While communicating they frown, stare, talk loudly. Most often, they tend to think 'I am never wrong' or 'I've got rights, but you don't.'
- b) **Passive:** In such a communication, people do not express their true feelings; they do not disagree and think that others have more rights than they do. Their communication style is indirect, they always agree and do not speak out and are very hesitant. While communicating they often lack facial expression and stand with down cast eyes.
- c) **Assertive:** In such a communication, the person believes that the views expressed by him/her and others are valuable. He/she knows that, if he/she has the rights to express, then others too have the rights. Here the individuals are active listeners and check on other's feelings. They are action-oriented, attentive, vocal, expressive, good listeners, aware, supportive, persuasive, fair, open and consistent in behaviour. Their expectations are realistic. They have open and natural gestures. They maintain an eye contact while communicating.



Ways of Communication:

- a) **One Way Communication:** Communication from a single channel. There is no opportunity for clarifying doubts. For example, the Principal announces that Saturday is a working day and students need not wear the uniform on that day.
- b) **Two Way Communication:** Communication between two channels. Opportunity for clarifying doubts exists. For example, parents deciding on the duration of the vacation to a hill station after discussion with their children.

Effective Communication

This involves:

- a) **Verbal Communication:** During verbal communication, one person talks and others listen and react. The conversation can be informative, in the form of questions, a negotiation, and statement or open ended questions, instruction, etc. The situation can be formal or informal. In relationships, communication is usually informal. A speaker, to clear up misunderstanding of what has been said may ask questions to gain information and may repeat it in a different way (paraphrase). Speech problem, long sentences, mumbling, speaking too softly, hearing problems, listeners interrupting the speaker, loud external noises, etc. all hamper proper verbal communication.
- b) **Non-Verbal Communication:** Non-verbal communication is that which gives meaning to what is said and may communicate both appreciation and rejection. It includes such things as tone of voice, a nod of head, using silence, frowning, smiling, body posture, touch, shaking of the head to communicate approval or disapproval, lifting of the eyebrows to show surprise, distance between persons, playing with something in hand instead of focusing etc. The body language communicates a lot in the communication process. Body language can be easy to read, but at the same time easy to misinterpret. It is not only important to observe the non-verbal communication of others and understand how well they receive or reject the communication, but one must also use proper body language to communicate effectively. We can react to what others say by nodding, smiling and generally showing that we are listening.
- c) **Listening:** During communication, one person talks and the other person listens. The listeners must give attention to all that is said, without interrupting the speaker and react later in a relevant manner. Many people may listen but may not know what the full message is. There are people who listen “selectively”, who miss much of the message and only focus on points relevant to him or her.

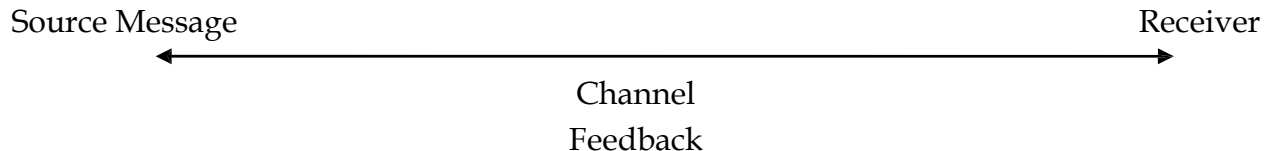


Sometime, we do not listen to our friends and others; sometimes they do not listen to us. In either situation, there will be a problem in communication and understanding.

How would we know if someone is not listening properly to us? He/she:

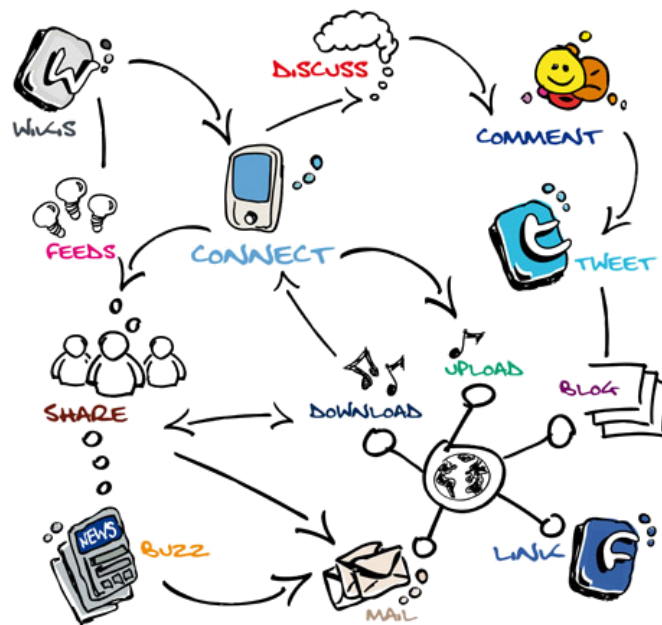
- (a) Looks away.
- (b) Interrupts.
- (c) Looks at the watch.
- (d) Gets up to do something and returns.
- (e) Talks to someone else.
- (f) Answers the phone.
- (g) Begins to do some work.
- (h) Does not stop doing work.
- (i) Says that she/he will be back in a minute and does not return.
- (j) Looks bored.

Components of Effective Communication



Importance of Effective Communication:

Adolescence being a period of immense change, communication during this transitional phase of life assumes even more importance. Young people should be equipped to effectively communicate with others regarding their feelings and emotions or decisions. Also, a young person who is in need of advice or who harbours some fears, needs to talk to others and express himself/herself.





Types:

Leadership

Legends and myths about what distinguishes 'great leaders' from 'commoners' seem to have always attracted human beings. Bass writes: 'The study of leadership rivals in age the emergence of civilization, which shaped its leaders as much as it was shaped by them. From its infancy, the study of history has been the study of leaders – what they did and why they did it.' Leadership still fascinates scholars as well as the general public. However, the term 'leadership' means different things to different people. Definitions of leadership vary in terms of emphasis on leader abilities, personality traits, influence relationships, cognitive versus emotional orientation, individual versus group orientation, and appeal to self-versus collective interests. According to House and Shamir, 1993, *"leadership is the ability of an individual to motivate others to forego self interest in the interest of a collective vision, and to contribute to the attainment of that vision and to the collective by making significant personal self-sacrifices over and above the call of duty, willingly."* (Leadership in Organizations by Deanne N. Den Hartog and Paul. L. Koopman). Generally speaking, leadership is the process whereby one member of a group takes executive control over a group's function and aims. The leader typically has the desired characteristics and qualities. They may be overseen by a group who, while aren't being active in the day-to-day activities, have the final vote in matters of importance - an executive committee.

GREAT LEADERS START OFF AS GREAT FOLLOWERS



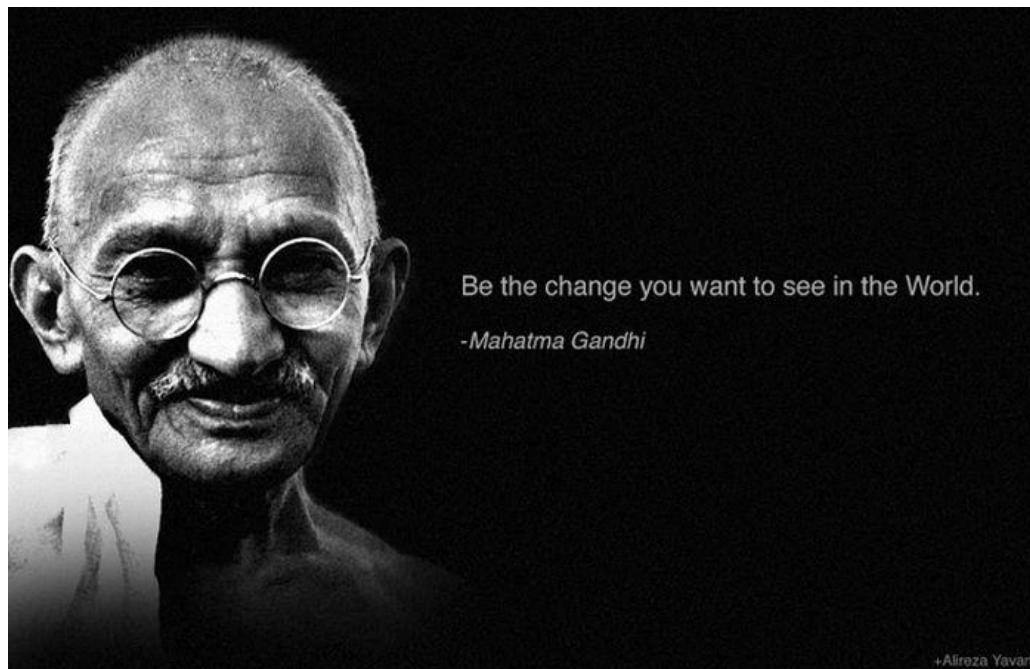
When we study and analyse outstanding leaders in history, who have done some lasting good for mankind, a nation, a community, an organisation or a cause, we find that they are not similar. They come in all shapes and hues- the flamboyant; the scholarly; the artistic; the ascetic; the gregarious and the recluse. And yet, when we look



deeper into their make up, with common sense, we find something interesting. They have two things in common:-



- They are all persons of character, propelled by an ideal, or a vision. They also have character.
- They have an inner structure, which is composed of certain universal qualities.



The effect of leadership will be best understood by the various examples available in history.



Historical Examples Prior To World War II

Endurance: Alexander's Leadership

Alexander, at the head of 30,000 foot-soldiers, with cavalry in the rear, was crossing the dreaded Gedrosian Desert in Asia Minor. It was mid-summer and the yellow sands stretched to the horizon, with a few rocks jutting out here and there. It was hot like a furnace. They had completely run out of water. Arian, the most reliable historian of Alexander's conquests, records the incident in the following words:-

"Alexander, like everyone else, was tormented by thirst, yet he kept on marching on foot, leading his men. It was all he could do to - keep going, but he did so, and the result as always was that the men were better able to endure their misery, when they saw it was equally shared. As they toiled on, a party of light infantry, which had gone off looking for water found some, just a wretched little trickle collected in a shallow gully. They scooped up with difficulty what they could and hurried back, with their priceless treasure, to Alexander, then, just before they reached him, they gathered the water into a helmet and gave it to him. Alexander, with a word of thanks for the gift, took the helmet and, in full view of his troops, poured the water on the ground. So extraordinary was the effect of this action that the water wasted was as good as a drink for every man in the army. I cannot praise this act too highly; it was a proof, if anything was, not only of his power of endurance, but also of his genius for leadership".

Character (World War-II)

Before we have a look at the universal qualities common to all good leaders, we have to be clear in our mind about the frequently used word 'Character'. Character is the most important factor which makes effective leaders. However, we have to describe a person of character with some clarity, so that there is a well-articulated model, based on historical experience.

Descriptions of a person of character by a seasoned and highly respected war leader, General Mathew B Ridgeway of the US Army should provide the necessary clarity. A veteran of World War II, and a highly decorated officer, he rose to become the Supreme Commander of the UN Forces in Korea, and later was also the Chairman of the Joint Chiefs of Staff. He says:

"Character stands for self-discipline, loyalty, readiness to accept responsibility, and willingness to admit mistakes. It stands for selflessness, modesty, humility and willingness to sacrifice when necessary and, in my opinion, faith in God. Let me illustrate". "During a critical phase of the 'Battle of the Bulge' in World War II, the Germans launched a counter offensive and nearly broke through the Allied lines in France. While I commanded the 18th Airborne Corps, another



Corps Commander just entering the fight next to me remarked, 'I am glad to have you on my flank. It is character that counts'. I had long known him and knew what he meant. I replied 'That goes for me too'. There was no amplification, none was necessary. Each knew that the other would stick, however great the pressure; would extend help before it was asked, if he could; and would tell the truth; seek no self-glory, and ever lastingly keep his word. Such men breed confidence and success."

Decision Making: Operation Overlord

The dilemma of the most momentous decision of military history is worth noting. During World War II, Operation Overlord, the Allied amphibious and airborne assault for the bridgehead in Europe was planned for 6 Jun 1944. It was the most complex operation ever attempted in history. The movement of troops, tanks and guns had already started and they were boarding their ships. Suddenly the weather report indicated a severe storm on 6 June. There was a huge cry for postponement of the D Day; to go on would be a disaster, particularly for the air borne operations.

Opinion of the experts was divided. Eisenhower, the supreme Commander, faced the biggest dilemma of his life.

Time was running out. He went away for a while to contemplate in silence. He decided to go on as planned, despite the warnings of a disaster, Before the invasion fleet set out, he wrote the following press release, to be issued if necessary:-

"Our landings have failed and I have withdrawn the troops. My decision to attack at time and place, was based on the best information available. The troops, the Air and Navy did all that bravely and devotion to duty could do. If any blame or fault is attached to the attempt, it is mine."

Needless to add, the operation was a complete success.

Will Power: Sir Winston Churchill

'Try, try again' is an age old advice according to the Robert Bruce. The value of dogged perseverance was once articulated in a most dramatic manner by Sir Winston Churchill, who was the Prime Minister of the UK during World War II. He came out of the war as one of the best leaders in the world. He was invited by his school to be the guest of honour for the celebration of the 150th Anniversary of the school. He was also requested to deliver the keynote address to inspire the students to follow his example and become outstanding leaders in their lives. Churchill accepted the invitation. There was great expectation among all sections of society to listen to the views of Churchill on leadership.



On the appointed day, the hall where the function was being held was overflowing with people. The media and the scholars had turned up in strength. Everyone was looking forward to Sir Winston revealing the secrets of his leadership.

After the usual courtesies, Churchill was invited to deliver his keynote address. He got up from his chair, walked slowly to the podium, took out his small rectangular glasses and wore them. He then took out a small piece of paper, placed it in the podium and peered over his glasses at the audience. There was pin drop silence. He then delivered his address;

“NEVER – NEVER – NEVER – NEVER - GIVE UP”

Having roared these five words, he ambled back to his seat. There was a bewildered hush for a long time. However, his great message soon sank home. People stood up and gave him a long and thunderous ovation. In just five words, Churchill distilled the great secret of his leadership and success.

Historical Examples after World War II

Courage and Endurance: Saving Ladakh: 1947-48 War

Courage is the most admired human virtue in all societies; to be a man means to be courageous. The most important act of courage for a leader is to make decisions. No action can start unless a decision is made. To make a decision means being accountable for success or failure.

The strategy to save Ladakh was to hold on to Skardu at any cost, so that Pakistan-led forces may be prevented from reaching Kargil and Leh. Fortunately, we had the right man in Skardu to fulfill the mission. No words can describe the gallantry and leadership of Lieutenant Colonel Sher Jung Thapa, who held on to Skardu, with hardly 250 men, for six long months. It is one of the longest sieges in the annals of modern war. While ordering him to defend Skardu to the last man and last round, he was promised reinforcements and supplies. Unfortunately, neither could reach Skardu. Efforts were also made to air drop supplies and ammunition, but much of it fell outside his defences. Lieutenant Colonel Thapa then asked for discontinuing airdrop, as these were merely helping the enemy surrounding him. They held on even when they were on half and quarter day rations. At the end of six months when he completely ran out of rations and ammunition, he was ordered to surrender. Thapa's response was, *"I know that I cannot hold out without rations and ammunition. I know the fate, I and my troops will meet after surrendering to the enemy. I cannot do anything now against the enemy, but I will certainly take revenge in my next life"*. It is officers of this stamp who make great armies and great nations.



Practice What You Preach: 1971 War

In another example, we shall see what happens when we do not practice what we preach. This example is from the 1971 War between India and Pakistan.

Brigadier Mohamed Latif of the Indian Army launched an attack to capture an enemy held hill top, nicknamed 'Baldy'. The hilly terrain surrounding the objective, was covered with dense pine forest. Brigadier Latif selected the Guards battalion for this tough task.

Hardly had the Commanding Officer of the Guards battalion finished reporting his success on the radio, a counter attack was launched by the enemy. The Guards were hardly organized to face a major counter attack. They had fought the whole day, suffered casualties, were short of ammunition and had eaten just one meal. Brigadier Latif warned The Guards to get ready and soon artillery shelling started from both sides. Brigadier Latif was mentally prepared to lose 'Baldy', because it would be a very unequal fight. When the counter attacking forces were about four hundred yards from 'Baldy', the Guards opened up with their machine guns. To the utter surprise and relief of Brigadier Latif, within minutes the entire counter-attack petered out.

He could not believe his eyes, but congratulated the Guards for their performance. A little while later, the Guards reported that they had captured two unwounded prisoners.

The prisoners arrived at the command post almost at midnight. Towards the end of his interrogation, the Brigadier enquired from the Corporal, *"you seem to be a seasoned soldier. How come, you gave yourself up even when you were not wounded; not a very honourable action by a good soldier"*. The corporal was more than willing to explain and gave his story, *"Our commander was right in front when the counter attack started. Holding his sten in his one hand, he was encouraging us to wipe out your troops and recapture 'Badly'. He was inspiring us by loud talk. His booming voice could be heard all over. He was a towering personality. We were determined and enthusiastic to finish the task. We kept on advancing, even when your shelling started. When your troops opened fire with machine guns, our commander immediately took cover behind the trunk of a huge pine tree. Standing in that sheltered position, he waved his sten gun and ordered us to rush forward. But very soon we also started taking shelter behind the pine trees. I was unlucky to be captured by your patrol before I could slip away like others, down the slope and return to our base."*

Here was a sure victory, on the plate, for the counter-attacking force, but the commander was unable to set the right example. Good or bad personal example by a leader is most infectious. It is because of this that a Persian saying conveys a very stark truth:-



"If the king plucks one apple from the public Garden, the public will take away even the roots".

Decision Making: Operation Meghdoot (Siachen Glacier)

Northern Command was ordered to prevent Pakistan troops from occupying the Siachen

Glacier, to which they laid a claim. They were preparing to move in during the summer of 1984. After detailed discussions and war gaming, a plan was evolved. It had to be heli-borne operation to neutralize the time and space advantage of Pakistani troops. The tentative D Day was fixed for May 84, a month before the area is normally approachable.

After a more deliberate thought, the Army Commander held a final discussion about the exact D Day. He felt that it should be as long before June as possible, to give the troops enough time to get properly organised before any reaction from the Pakistan side. The Brigade Commander responsible for mounting the operation suggested 13 April. The Army Commander approved the D Day and the plan was sent to Delhi.

Their reaction was that sending troops during the month of April, the month known for blizzards, would be plain murder. Here was typical dilemma. Should the advice of Army Headquarters be accepted or should Army Commander stick to his own judgment. D Day was not changed.

In the event, the first phase troops were ferried by helicopters to their objective on 13 April, without a hitch. However, by midday the weather packed up and second phase had to be called off. The blizzard that broke out raged for 72 hours. During this period the troops of first phase were completely out of communications. At 18,000 feet above the sea level, with the temperature at minus 60 degrees centigrade, their batteries froze. Morning and evening "we-told-you-so" calls to Northern Command from Army Headquarters were a nuisance and were totally ignored, because the troops had been properly prepared and equipped to face such an eventuality. No one in Northern Command had any fear about their survival.

On 17 April, the day was spotlessly clear, the first phase troops opened up their radio. The second phase troops were flown in and it was almost a week before the Pakistani troops, still training around Skardu, could reach. They launched a hurried attack, a week later, which was beaten back. The Indian troops are still holding on to the position they occupied in April 84, despite numerous attempts by Pakistani forces to dislodge them.



Time Management

What is time? As far as we know, animals do not experience it. *Tempus fugit* – Time flies – is a universal refrain. But what is time? We all know what we mean by time but we cannot say what it is. If we are travelling at a speed faster than another person, time will go slower for us. The nearest we can come to grasping the concept of time is, to look upon it as a dimension. Being human, we tend to measure time and change in terms of our life span. As we advance in life, we acquire a keener sense of the value of time. For a very old person sitting in hospital waiting to go home, time seems like eternity. Yet for such a person, paradoxically, there may be only days or hours of time left.

Time is our most important asset, because it is the only one we can't re-order or renew. It is irreplaceable and irreversible. Few things are more important to us than learning how to save time and how to spend it wisely. Paradoxically, to save time we must spend time. Both time and money are limited resources. Therefore, time (like money) is a valuable commodity. It cannot be borrowed, saved or squandered. We can make money; we can't make time.

An old Chinese proverb says '*An inch of gold cannot buy an inch of time.*' Time is really infinitely more precious than money.

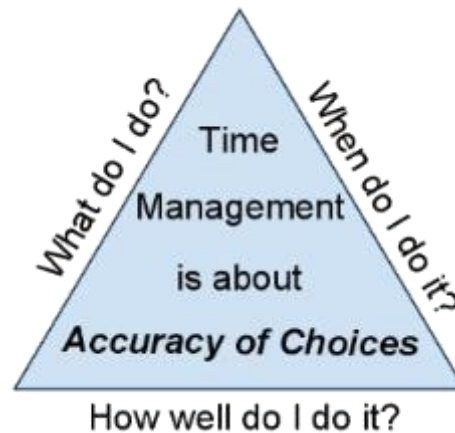
Time management is a set of skills, tools, and systems that work together to help us to get more value out of our time and use it to accomplish what we want. Successful people use time management to achieve outstanding results, both personally and professionally. The key to time management is to realize that we cannot possibly do everything that there is to do; instead, we have to consciously decide what we are going to do with the limited amount of time that we have at our disposal.

Time management:

- a) Reduces or eliminate wasted time and effort so we'll have more productive time each day.
- b) Improves our productivity so we can accomplish more with less effort.
- c) Focuses our time and energy on what is most important and make time for the things we want and value. Thus time management helps us to find greater balance and fulfilment.
- d) Improves our performance while reducing stress.
- e) Sets and achieves our long-term goals.



Time Management is all about.....



Time Wasters

Time is like a precious jewel. It must be guarded well and worn with discretion or we will suddenly realize that it has been stolen. Major time-wasters are:

- a) **Telephone/Mobile Phone:** We should learn to control the telephone, or it will control us. We must regard telephone as a business tool, not a social one. We should practice having a quick, to the point conversations.
- b) **Visitors:** Visitors should be met outside. When faced with the question: 'Have you got a minute?', if there is no time, we should respond with a polite 'no', and then tell them when they can see us. A complete open-door policy, which has been a popular management technique for some years, is not conducive to good time management. Managers must have at least one or two hours in the day when they can work without interruption.

Try some of these techniques if a visitor overstays their time:

- i) At the finish of business, stand up.
 - ii) Let the visitor see you looking at your watch.
 - iii) Do not make eye contact with the chatty person. Keep your head down and continue working.
- c) **Paper:** The best guideline for paperwork is to either file it or throw it away. We never use 80% of the paperwork we keep. Computer printers produce over two and a half million pieces of paper every minute throughout the world.
 - i) Try, where possible, to make a decision about each piece of paper when first handling it.



- ii) Do not handle daily mail until you are ready to deal with it properly. If you take a quick look and then go back to it later, we have just doubled those minutes.
- iii) Every time something is handled again, distraction time is increased. Can some of it be passed on to others?
- iv) Read selectively.
- v) Throw out what you probably won't need.
- d) **Lack of Planning:** The best way to avoid a crises is to anticipate them. Common reasons are a lack of planning, unrealistic time frames, and reluctance by subordinates to break bad news. Tips to help deal with the situation are:
 - i) Firstly, one must take time to think. Then ask questions: What is the real problem? Where possible, one must get inputs from more than one source. What can one ask others to help with?
 - ii) Once we have made a decision, we should get on with it. Whoever hesitates is lost!
 - iii) What can be done to avoid the same problem happening again?
- e) **Socializing:** As far as possible, one must avoid extended tea-breaks, regular social lunch-hours, and chat in the corridors. Better to do it outside of work time.
- f) **Indecision:** This is caused by ignorance, fear, or lack of confidence in the facts. Improve fact-finding procedures, and listen to your intuition. If you make decisions quickly, you can save time. Successful people make decisions quickly. They're not necessarily always right, but they do decide.
- g) **Television:** Can be a huge time-waster.
- h) **Procrastination:** Procrastination, which comes from the Latin word for 'tomorrow' is the world's number one time-waster. Procrastination can best be defined as putting off the doing of something that should be done – instantly and habitually. If one suspects that he/she is prone to procrastination he/she should always ask "*Why am I putting this off?* " If one can see no good reason one should brace himself/herself and take action the same day. By off-loading today's work to tomorrow we are simply storing up work for ourselves. It may be a small or large matter; an overdue apology; a meeting with one's boss; or an unpleasant task we know we should tackle.

The best tool to fight time-wasters is, a firm decision to concentrate on the few things in a day, will make a long-term difference. People and opportunities



waiting to waste our time, surround us. Any activity which is not, in some way, moving us in the direction we wish to go, is a time-wasting activity.

Principles of Time Management

There are 10 basic principles of time management:

Develop a Personal Sense of Time: Put time under the microscope. One cannot manage time that is past. But we can examine how we managed it in an objective and realistic way.

- a) **Time Log:** A time log is a record of how one is spending one's time. Time log involves dividing each day for the next week or two into one hour intervals. At the end of each day our record will show how each hour was spent. We may find that, our 15 or 30 minute coffee break usually runs into thirty to forty minutes!

After keeping the logs for three or four days we may begin to notice opportunities for improvement. Could some tasks be delegated? What would happen if they were not done at all? Are we giving the really important tasks the correct priority? When looked back at the end of each week, we may be surprised that a comparatively small percentage of our time is actually going on the top-priority tasks on our list. Having identified how our time is truly spent we can then proceed to invest it more beneficially for the future.

- b) Developing a personal sense of time includes developing a personal sense of the value of other people's time.

Long-Term Goals

- a) The foundation of good time management is to first, find out what matters deeply to us- what we really want to achieve in life. In this, we must concentrate on four key areas of our life – self and well being, community and humanity, home and family, business and career. For instance, we may want to join a health club and participate very regularly, because we value keeping fit. We may also want to be upgraded in our teaching post because we value our job. When we analyze the time commitments for both activities, we may have to make a choice because we are so busy that there's only time for one. Thus, in all these key areas, we should learn to focus on the vital few things which will make a long-term difference.
- b) This will tend to give us either a direction (or set of directions) in which we should be going, or a goal (or set of goals). As a principle, the further we look ahead the more likely we will be thinking in terms of directions or aims rather than goals or objectives.



- c) Thereafter, on a monthly basis, in each of the four key areas, consider what two or three main goals (or objectives) we would like to focus on, and record them. For e.g., We can identify five or six key areas of our job. A key area is an area in which our performance will be directly or indirectly measured. In each of these key areas we need next to define or set objectives. That will give us a list of objectives for the middle term. It is often a good idea to make a '*time budget*' for our objectives. We have only 168 hours each week. Common mistake is to underestimate the time it will take us to achieve a particular result. With practice and experience we should be able to forecast realistically and accurately how much of our time a job will take. At the end of the month, we must review our performance.

Concentrate on High Return Activities: In any organisation there are a few basic functions, which are central to its effective functioning. For a classroom teacher the high-return activity will be enabling the children to learn well. For a principal it will be empowering staff to be effective teachers by having a smoothly running school. For a landscaper it will be building the right structures as economically as possible. Therefore, we should identify those activities which are going to give us the highest return and concentrate on them.

Weekly and Daily Planning:

- a) **The Mechanics of Weekly Planning:** Planning on a weekly basis helps us to take more control of our lives. This helps us to achieve the things, which really matter Viz. Two or three major goals (or objectives) for each key area. We probably won't want to work on them all every week. So what happens to the ones not chosen this week? They are there to be observed. We must have an awareness of it. For instance, may be an individual wants to start exercising more. This week his/her schedule is full and he/she doesn't have a chance of doing any extra exercise. By observing this reality, the individual is more likely to plan a sensible programme next week.
- b) **Have realistic Planning:** We should not try and bite off more than what we can chew. One has to be realistic. We should base our decision on what else is already planned for the week ahead. The trap that people often fall into is that they try and take on too much, and then give up in disappointment when they don't reach their objectives.

At the beginning or end of each week, we should set about fifteen minutes aside to plan for the coming seven days. We can review our monthly goals and reflectively consider which ones will need some attention this week. In each key area we wish



to work in, we must aim for one or two small goals for the coming week. Review what we have done or not done in the preceding week. We may need to reschedule some things that remain to be done. Now, on our weekly planning sheet, in the time that we can control, we can block in appointments to do the proactive activities we have just decided on (and also keep plenty of uncommitted time, because things always take longer than we think). The things we have blocked in are our high priorities. All the other things need to be listed somewhere so we don't forget them, but treat them as the less important items (may be jot them on the back of our weekly planning sheet). Fewer activities should be scheduled at the end of the week.

- c) **Daily Planning:** The longest journey begins with a single step. We will never achieve an objective if we do not break it down into manageable steps. Each day, we should be able to take a few steps towards the desired result. Do not leave any planning for the last minute.

- i) A simple way for a Daily Plan:
 - a) Write down all the tasks for the day.
 - b) Identify the five most important tasks, and number them in order of priority.
 - c) Start with no 1; finish the task or at least a major portion of it and start on the next item.
 - d) Any new or extra items/task can be dealt with on the same day if necessary/ urgent; otherwise it can be added to the list.
 - e) When the top five items have been completed, or taken as far as possible, the prioritizing process can be repeated, including other items, which have jumped onto the list during the course of the day.
 - f) Practice this system until fully mastered.
- ii) Review each day briefly, identify the successes and analyze the reasons for failures. If the daily planning is not working very well, we should ask 'first am I at least achieving my highest priorities?' If the answer is 'no' or 'doubtful', work through the following checklist:
 - a) Are we trying to accomplish too much in a day?
 - b) Did some tasks not get done because we were not ready at that time to do them?



- c) Was the item or task clearly formulated? Were all the information available?
- d) Was the task abandoned because it was too difficult or too boring?
- iii) A review of this kind can establish whether or not the time budget is realistic in the first place. If it is, then the problem lies in the execution.

Making the Best Use of Time

The quality of our attention or concentration varies at different times. We may notice that we tend to be more mentally alert, habitually, at certain times of the day. We should learn to focus on the vital things which will make a long-term difference:

- a) One should try to find out how much of a 'morning or night person' one is and regularly programme the day so that the '*best time*' is given to the highest-grade activities.
- b) One's manual dexterity (the speed and co-ordination with which one performs complicated tasks with one's hands) peaks during the afternoon. Therefore, such activities should be taken up during the afternoon.
- c) Tasks which involve short-term memory and cognitive tasks (things that require the juggling of words and figures in one's head) should be attempted in the morning hours (in fact, one is, about 15% more efficient than at any other time of the day).

Organise Office Work: Office is the place where much of the work is done. Therefore one must concentrate on two key areas - controlling interruptions and organising paper work.

- a) **Controlling Interruption:**
 - i) Set a time limit and stick to it. Get them to the point.
 - ii) With casual droppers - in, remain standing.
 - iii) Avoid small talk when busy.
 - iv) Arrange to meet in the other person's office; one can then determine when to leave.
 - v) Have a clock available where visitors can see it and don't be afraid to glance at it a few times.
- (b) **Organising Paper Work:** One should strive for good order in one's office. We must establish systems for dealing with predictable and maintain them. Then we will



find that we are free for the unpredictable – be they problems, crises or opportunities. A few points can be practised in this regard:

- i) Try to handle each piece of paper only once.
- ii) Sort paperwork into categories in priority order.
- iii) Eliminate unnecessary paperwork, and simplify the remainder where possible.
- iv) Clear the desk of all papers except those relating to the particular job at hand.
- v) Workspace to be organized so that the necessary things are easily recovered.
- vi) Learn to pick out quickly the key points or critical issue in letters and reports.
- vii) Decide well, what must be read through carefully and what can be skimmed.
- viii) Develop a clear and succinct way of writing.

Manage Meetings: Involve others in meetings of all kinds. Therefore, they are a potential time threat. The average person spends three to five years of their life in meetings and about 50 percent of the time is wasted! Points to be borne in mind while organizing / attending meetings are:

- a) Always keep the objectives of meetings clearly in mind.
- b) Plan ahead. Decide who is to be presented and circulate the agenda in advance.
- c) Fix time limits in advance, and start on time.
- d) Budget specific amounts of time for each item on the agenda.
- e) End on a positive note, with a summary of decisions taken and action to be implemented.

We should ask ourselves three fundamental questions while going for a meeting:

- i) Is this meeting really necessary?
- ii) If so, how much of one's time is the subject really worth?
- iii) Will it begin on time and end on time?

Delegate Effectively: Every position or role in an organisation has defined responsibilities or functions, together with the authority to carry them out. Delegation saves time and develops subordinates' skills it improves results by making fuller use of resources. In order to delegate effectively, we should:



- a) Decide what to delegate: Repetitive routine work of an administrative nature, minor decisions, technical or functional specialty activities, projects or tasks can be delegated to the subordinates as per their capabilities and education. This in turn will provide growth opportunities for employees and will give variety or add to job satisfaction.
- b) Demonstrate job, get feedback and comment from the subordinates and then delegate the job and observe. Resist the temptation to get involved. If the subordinates seek any help, try not to provide the answers but help them to find them. The aim is to develop the initiative of the subordinate. However, check progress at agreed points.
- c) Check if one is a good delegator, these questions should be answered: Are there areas of work that one should be delegating, but for some or other reason one is not ready to do so? Does one work for more than nine hours a day? Does one take homework for weekends? Are the delegated tasks clearly defined and does the person who is carrying them out know exactly what is expected of him/her?

Make Use of Committed Time: We may sometimes complain that we lack time. But we have all the time there is for us. At work there is the time which you can choose to spend at your will – a committed time. If we are alert we may find portions of it, which are actually free time. E.g. *Travel time*: It can be put to profitable use for thinking, reading, and writing. *Waiting time* is another committed time which could be put into use. It is healthier and more time efficient to travel by rail. We should remember that a day has a hundred pockets of time if we know where to look for them.

Manage Your Health:

- a) Even taking a few weeks off because of being avoidably ill, is going to involve one in a major waste of productive time. To give to our work and to others high quality time one must top up our energy levels. Therefore, our body, mind and spirit have to be in perfect health for good time management and quality task outcomes.
- b) A good eight hours of sleep, healthy diet, regular exercise, meditation , occasional holidaying together contribute to efficient and effective time management and fruitful outcomes.

Conflict Motives - Resolution

Conflict occurs between people in all kinds of human relationships and in all social settings. Because of the wide range of potential differences among people, the absence of conflict usually signals the absence of meaningful interaction. Conflict by itself is



neither good nor bad. However, the manner in which conflict is handled determines whether it is constructive or destructive. Conflict is defined as an incompatibility of goals or values between two or more parties in a relationship, combined with attempts to control each other and antagonistic feelings towards each other. The incompatibility or difference may exist in reality or may only be perceived by the parties involved. Nonetheless, the opposing actions and the hostile emotions are very real hallmarks of human conflict. Conflict has the potential for either a great deal of destruction or much creativity and positive social change. Therefore, it is essential to understand the basic processes of conflict so that we can work to maximize productive outcomes and minimize destructive ones.



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

Motives:

- a) **Competition for Limited Resources:** People quarrel because not everybody can get all the resources he or she wants.
- b) **The Generation Gap and Personality Clashes:** Differences in age, or the generation gap, can lead to conflict because members of one generation may not accept the values of another. Disagreements on the job also stem from personality clashes, or antagonistic relationships between two people based on differences in personal attributes, preferences, interests, values, and styles. Clashes sometimes surface after people have been working together harmoniously.
- c) **Aggressive Personalities:** Some workers convert disagreement into an attack. Aggressive personalities are people who verbally, and sometimes physically, attack others frequently. Verbal aggression takes the form of insults, teasing, ridicule, and profanity. Aggressiveness can also lead to violence.
- d) **Culturally Diverse Teams:** Conflict often surfaces as people work in teams whose members vary in many ways. Ethnicity, religion, and gender differences are three of the factors that lead to clashes in viewpoints. Differing educational background and work specialties can also lead to conflict. Yet, with direction, most groups can overcome these conflicts.



- e) **Competing Work and Family Demands:** Balancing the demands of work and family life is a major challenge facing workers at all levels. The challenge of achieving balance is particularly intense for employees who are part of a two-wage earner family. Work-family conflict occurs when the individual has to perform multiple roles: worker, spouse and often parent. Work-family conflict is related to depression and other stress-related health problems. Work/family programmes are aimed directly at reducing conflict stemming from competing work and family demands. These programmes include flexible work schedules, dependent-care programs and compassionate attitudes toward individual needs.
- e) **Gender-based Harassment:** Gender-based harassment is generally defined as unprofessional/inappropriate behavior between males and females at workplaces. Such behaviors result in discomfort and/or interference with the job. Gender-based harassment creates conflict because the harassed person has to make a choice between the job or harassment. Aside from being an illegal and immoral act, gender-based harassment has negative effects on the well-being of its victims. The harassed person may experience-job stress, lowered morale, severe conflict, and lowered productivity.

Merits and Demerits of Conflict:

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

Levels: Conflict can occur at a number of levels of human functioning. Conflict in your mind between opposing motives or ideas is shown by your “internal dialogue” and is at the intrapersonal level. Beyond that, the primary concern here is with social conflict, i.e., conflict between people, whether they are acting as individuals, as members of groups, or as representatives of organizations or nations.

Interpersonal Conflict: Occurs when two people have incompatible needs, goals, or approaches in their relationship. Communication breakdown is often an important source of interpersonal conflict and learning communication skills is valuable in preventing and resolving such difficulties. At the same time, very real differences occur between people that cannot be resolved by any amount of improved communication.



“Personality conflict” refers to very strong differences in motives, values or styles in dealing with people that are not resolvable. For example, if both parties in a relationship have a high need for power and both want to be dominant in the relationship, there is no way for both to be satisfied, and a power struggle ensues. Common tactics used in interpersonal power struggles include the exaggerated use of rewards and punishments, deception and evasion, threats and emotional blackmail, and flattery or ingratiation. Unresolved power conflict usually recycles and escalates to the point of relationship breakdown and termination.

Role Conflict: Involves very real differences in role definitions, expectations or responsibilities between individuals who are interdependent in a social system. If there are ambiguities in role definitions in an organization or unclear boundaries of responsibilities, then the stage is set for interpersonal friction between the persons involved. Unfortunately, the conflict is often misdiagnosed as interpersonal conflict rather than role conflict, and resolution is then complicated and misdirected. The emotional intensity is often quite high in role conflict since people are directly involved as individuals and there is a strong tendency to personalize the conflict.

Intergroup Conflict: Occurs between collections of people such as ethnic or racial groups, departments or levels of decision-making in the same organization, and union and management. Competition for scarce resources is a common source of intergroup conflict, and societies have developed numerous regulatory mechanisms, such as collective bargaining and mediation, for dealing with intergroup conflict in less disruptive ways. Social-psychological processes are very important in intergroup conflict. Group members tend to develop stereotypes (oversimplified negative beliefs) of the opposing group, tend to blame them for their own problems (scapegoating), and practice discrimination against them. These classic symptoms of intergroup conflict can be just as evident in organizations as in race relations in community settings. Intergroup conflict is especially tense and prone to escalation and intractability when group identities are threatened. The costs of destructive intergroup conflict can be extremely high for a society in both economic and social terms.

Multi-party Conflict: This occurs in societies when different interest groups and organizations have varying priorities over resource management and policy development. These complex conflicts typically involve a combination of economic, value and power sources. This complexity is often beyond the reach of traditional authoritative or adversarial procedures, and more collaborative approaches to building consensus are required for resolution.



International Conflict: This occurs between states at the global level. Competition for resources certainly plays a part, but value and power conflict are often intertwined and sometimes predominate. The differences are articulated through the channels of diplomacy in a constant game of give and take, or threat and counter threat, sometimes for the highest of stakes. Mechanisms of propaganda can lead to many of the same social-psychological distortions that characterize inter-personal and inter-group conflict

Methods of Conflict Resolution

Regardless of the level of conflict, there are differing approaches to deal with the incompatibilities that exist. Conflict can result in destructive outcomes or creative ones depending on the approach that is taken. If we can manage conflict creatively, we can often find new solutions that are mutually satisfactory to both parties. Sometimes this will involve a distribution of resources or power that is more equitable than before, or in creating a larger pool of resources or forms of influence than before.

Creative outcomes are more probable when the parties are interdependent, i.e., each having some degree of independence and autonomy from which to influence the other, rather than one party being primarily dependent on the other. Given interdependence, three general strategies have been identified that the parties may take toward dealing with their conflict; win-lose, lose-lose, and win-win.

The Win-Lose Approach: This is very common. People learn the behaviors of destructive conflict early in life – competition, dominance, aggression and defense permeate many of our social relationships from the family to the school playground. The “fixed pie” assumption is made, often incorrectly, that what one party gains, the other loses. The strategy is thus to force the other side to capitulate. Sometimes, this is done through socially acceptable mechanisms such as majority vote, the authority of the leader, or the determination of a judge. Sometimes, it involves secret strategies, threat, innuendo – whatever works is acceptable, i.e., the ends justify the means. There is often a strong we-they distinction accompanied by the classic symptoms of inter-group conflict. The valued outcome is to have a victor who is superior, and a vanquished who withdraws in shame, but who prepares very carefully for the next round. In the long run, everyone loses.

The Lose-Lose Strategy: This is exemplified by smoothing over conflict or by reaching the simplest of compromises. In neither case is the creative potential of productive conflict resolution realized or explored. Disagreement is seen as inevitable, so therefore why not split the difference or smooth over difficulties in as painless a way as possible? Sometimes, this is indeed the reality of the situation, and the costs are less than in the



win-lose approach, at least for the loser. Each party gets some of what it wants, and resigns itself to partial satisfaction. Neither side is aware that by confronting the conflict fully and cooperatively they might have created a more satisfying solution. Or the parties may realistically use this approach to divide limited resources or to forestall a win-lose escalation and outcome.

The Win-Win Approach: It is a conscious and systematic attempt to maximize the goals of both parties through collaborative problem solving. The conflict is seen as a problem to be solved rather than a war to be won. The important distinction is we (both parties) versus the problem, rather than we (one party) versus they (the other party). This method focuses on the needs and constraints of both parties rather than emphasizing strategies designed to conquer. Full problem - the definition, analysis and development of alternatives precedes consensus decisions on mutually agreeable solutions. The parties work toward common and superordinate goals, i.e., ones that can only be attained by both parties pulling together. There is an emphasis on the quality of the long term relationships between the parties, rather than short term accommodations. Communication is open and direct rather than secretive and calculating. Threat and coercion are proscribed. The assumption is made that integrative agreements are possible given the full range of resources existing in the relationship. Attitudes and behaviors are directed toward an increase of trust and acceptance rather than an escalation of suspicion and hostility. The win-win approach requires a very high degree of patience and skill in human relations and problem solving.

Techniques for Resolving Conflicts: Here are some field-tested approaches to conflict resolution. Most of them emphasize a collaborative or win-win philosophy.

a) **Confrontation and Problem Solving Leading to Win-Win.**

- i) The most highly recommended way of resolving conflict is confrontation and problem-solving. The person identifies the true source of conflict and then resolves it systematically using a problem-solving approach.
- ii) Tact is recommended.
- iii) The approach to confrontation and problem solving is for each side to list what the other side should do. The two parties then exchange lists, and select a compromise both sides are willing to accept.
- iv) The intent of confrontation and problem solving is to arrive at a collaborative solution to conflict.



- v) The collaborative style is based on an underlying philosophy of win-win, the belief that after conflict has been resolved, both sides should gain something of value.
- b) **Disarm the Opposition:** Disarm the opposition is a method of conflict resolution in which you disarm the criticizer by agreeing with his or her criticism of you. The act of agreeing is disarming if you agree with the criticism, the criticizer no longer has reason to use his or her armament. Disarming generally works more effectively than counter attacking a person with whom you are in conflict.
- c) **Cognitive Restructuring:** According to the technique of cognitive restructuring, you mentally convert negative aspects into positive ones by looking for positive elements in a situation. If your search for the beneficial elements in a situation, there will be less area for dispute.
- d) **Appeal to Third Party:** If you cannot resolve the problem yourself, make a formal appeal to a higher-level official or authority. Virtually all employers have some sort of appeal process. A labor union represents another method of appealing to a third party.
- e) **The Grievance Procedure:** The formal process of filing a complaint and resolving a dispute is the grievance procedure. It can also be regarded as a third-party method of resolving conflict. The steps in the grievance procedure may vary from one to six, as follows:
 - i) Initiation of the formal grievance.
 - ii) Second-level of management.
 - iii) A higher-level manager and the local union president
 - iv) Arbitration. (Only about 1 percent of grievances go all the way to arbitration.)

Sociability: Social Skills Etiquette

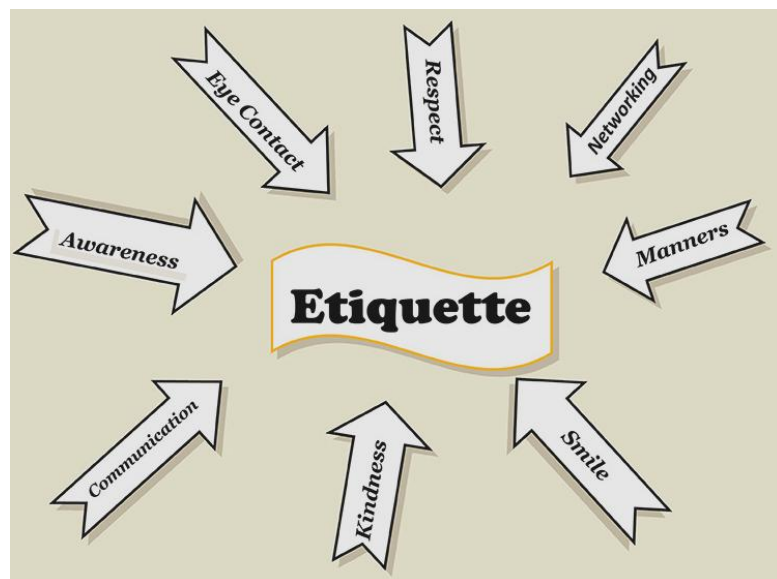
Etiquette, the manners and forms prescribed by custom, usage, or authority and accepted when people deal with each other, as correct or proper behavior. Etiquette is necessary to have an effective and well groomed personality. It is considered as an everlasting impression on the people you meet. This does not only refer about etiquette but also public mannerism. 'Mannerism' is any exaggerated style, distinctive trait, or behavioral habit of one individual. Etiquette and public mannerism can be good or bad impression depending on how we behave. To have an everlasting good impression on the people we meet, we must possess a qualities to build a personality that is charming, decent, lovable and welcome anywhere and everywhere we go. The question of, why



the people having command over English is given preference, the reason lies in the fact that there is only frequent and fluent communication that lets a person explore in a company and enhances his/her own skill bagging an early promotion. Strong etiquettes and good manners always matters much, etiquette and manners describe an internal personality. Not only an effective communication skill demonstrates a personality but it gives interviewer an overlook as is the applicant really serious about the company or just enhancing his interviewing venues. The real significance of etiquettes and manners lies within the fact that a person's behaviour and his/her etiquette matters a lot as a single mal-behaving attitude might destroy the impression of a country.

Etiquette

Etiquette is a code of behaviour that delineates expectations for social behavior according to contemporary conventional norms within a society, social class, or group. Rules of etiquette encompass most aspects of social interaction in any society. The various types of etiquette is discussed below:



Types:

- Social Etiquette:** Social etiquette is important for an individual as it teaches him/ how to behave in the society.
- Bathroom Etiquette:** Bathroom etiquette refers to the set of rules which an individual needs to follow while using public restrooms or office toilets. Make sure you leave the restroom clean and tidy for the other person.
- Corporate Etiquette:** Corporate Etiquette refers to how an individual should behave while he/she is at work. Each one needs to maintain the decorum of the organization. Don't loiter around unnecessarily or peep into other's cubicles.
- Wedding Etiquette:** Wedding is a special event in everyone's life. Individuals should ensure they behave sensibly at weddings. Never be late to weddings, over-eat.



- e) **Meeting Etiquette:** Meeting Etiquette refers to the styles one needs to adopt when he/she is attending a meeting, seminar, presentation and so on. Listen to what the other person has to say. Never enter a meeting room without a notepad and pen. It is important to jot down important points for future reference.
- f) **Telephone Etiquette:** It is essential to learn how one to interact with the others over the phone. Telephone etiquette refers to the way an individual should speak on the phone. Never put the other person on long holds. Make sure you greet the other person. Take care of your pitch and tone.
- g) **Eating Etiquette:** Individuals must follow certain decorum while eating in public. Don't eat nosily. One should not leave the table unless and until everyone has finished eating.



- h) **Business Etiquette:** Business Etiquette includes ways to conduct a certain business. Don't ever cheat customers. It is very unethical.

Need for Etiquette:

- a) Makes you a cultured individual, who leaves his/her mark wherever he goes.
- b) Teaches you the way to talk, walk and most importantly, behave in society.



- c) Essential for an everlasting first impression. The way you interact with your superiors, parents, fellow workers, friends speak a lot about your personality and up- bringing.
- d) Enables the individuals to earn respect and appreciation in the society. No one would feel like talking to a person who does not know how to speak or behave in the society. Etiquette inculcates a feeling of trust and loyalty in the individuals. One becomes more responsible and mature. It helps individuals to value relationships.

Manners

Some of the manners we have learned from our parents and teachers. At some point, our manners are categorized as good or bad, depending on the society we live in and on the environment we grew up. Here's a list of some very poor mannerism we observed a lot (actually there's a lot more of them):



- a) Eating with your mouth open.
- b) Making loud noise and slurping sound while eating/ drinking.
- c) Picking your nose in the public.
- d) Biting nails.
- e) Spitting in public.
- f) Coughing and yawning without covering your mouth.
- g) Sneezing without covering your nose.



- h) Acting rudely and cracking vulgar jokes in the workplace.
- i) Not saying 'please' and 'thank you'.
- j) Not saying 'excuse me' when trying to get pass someone.
- k) Ridiculing someone for his/her physical limitations and shortcomings.
- l) Barging into someone's room without knocking on the door.
- m) Not saying 'sorry' when you bump into someone.

One way to gain respect in the society is to learn to respect others. Remember the 'Golden Rule' "Do unto others as you would have others do unto you". All good manners start from home. Though there are times that we learned from what we see, do and watch.

Improve Your Social Skills

They say, a human being is a social animal, but the question is, does everyone possess social skills? Most of the people do not practice the art of speaking. While some are just inept and incompetent, there are others who lack confidence and yet others who do not have manners and etiquette. Having sound social skills is extremely important in the present times, given the fact that interaction and conversation form the basis for everything we do. If you also face difficulty in interacting, remember, it is not the end of the world. You can improve your social skills with a little effort. However, you cannot be perfect overnight. It would take some time, but believe me; it would be worth the wait. Just focus on qualities listed below and who knows, from being ineffective, you might just turn out to be the 'favourite' of the social meets. Here are some tips on how to improve social skills.

Improving Social Skills:

- a) **Be Yourself:** Only when you are your own self do you feel comfortable. And it is when you are in utmost comfort that you indulge in free conversation and interaction. Do not change your inner self for anything in the world. Remember, humans have this innate quality of discovering whether a person is real or fake. In case you pretend to be someone you are not, you would find yourself lonelier than ever before.
- b) **Be Responsible:** One of the vital components of social interaction is to know that art of carrying yourself. It is very important for you to know what to do and how to behave in a social gathering. A person behaving in an undesirable and unacceptable manner is usually avoided by people. So, be responsible for your actions and act according to the situation.



- c) **Be Open and Approachable:** Imagine talking to a person who is an absolute introvert or extrovert! Extremes of personality often turn off people. Ideally, you should have a fusion of both the characters. While being too shy and withdrawn is enough to repel people immediately, being too loud and outgoing would not do much good either. Just strike a delicate balance between both the personalities and you would be the 'star' of the gathering.
- d) **Be Attentive:** The art of listening is a stepping stone for good conversation and interaction. But not many have them. If you would have attended a social gathering, you will notice that everyone wants to talk, but no one is ready to listen. So, the trick is to be an attentive listener and people would definitely talk to you. Also, do not interrupt or give a piece of advice or suggestion just when the other person is in the middle of a subject.
- e) **Be Polite:** Being humble and down-to-earth is an excellent way to make friends. It sheds all the apprehensions and nervousness and gives a good impression. It would speak miles about your manners, personality and confidence. Apart from being polite, it is also advisable to be diplomatic. While being honest and forthright definitely pays, 'sugar-coating' the truth is very necessary at times.
- f) **Be Aware:** It is very important to be aware and observant of people's behavior. For instance, watch if the person you are talking to is comfortable with the specific topic. If he/she looks uncomfortable or is simply disinterested, just move on to the next topic. In case the person is not interested in talking to you completely, the best bet would be to move out of the scene.
- g) **Be Cautious:** It is advisable to keep your senses active. Do not shut your eyes, close your ears and numb your senses at the time of interacting. Be alert to who are your friends and who are your enemies. Do not share personal information with someone you have just met.

Values or Code of Ethics

It is an accepted fact that the future of a nation is largely related to the quality of its human beings. In this context, development of the youth into confident leaders with requisite character qualities and personal attributes, so that they can take their place as responsible citizens of the country, assumes great importance. In order to achieve this objective the youth needs to be exposed, beside the academics, to such activities which help them in developing their personality and character and in-turn making them a good leader. Leadership is an important feature of every sphere of human activity, whether at play, work or war. In fact, wherever there are two or more people



functioning together, there is a need for a leader. To develop into a good leader, a person needs certain values in him or one can say he must possess distinctive ethics in his life.

Values or Ethics

‘Values’ means a standard of behaviour and ‘ethics’ in turn means a set of moral principles that govern a person’s behaviour. In ancient India young boys and girls learnt the fundamentals of correct behaviour and moral principles under the tutelage and guidance of saints and gurus in their gurukuls and at a later stage specialized in various fields of knowledge. A person of values excels in all field’s. The values and ethics which drive a person may be inherited from the society they live in, i.e. from the people around them and to a large extent, the family they hail from.

A human being is a complex creature, a mixture of good and evil. The evil tendencies in him/her are of negative nature which ultimately lead to destruction. On the other hand, goodness is manifested in fellowship, unity and co-operation. This goodness can only overcome negative tendencies, if a person either has certain values inherent in him/her or he/she inculcates them.

A leader may be intelligent, knowledgeable and hard-working, but unless he/she is driven by a set of values which are morally acceptable, he cannot be a good leader. The importance of good behaviour by a leader on all occasions cannot be too strongly emphasized. Behaviour must be beyond reproach. Generally, a group in particular and its work and achievements as a whole, are judged by the values, good behaviour and the good manners of the leader.

Important Values

A person’s behaviour is reflected in his/her conduct. How a person behaves in a particular situation will be an indicator of his/her potential for leadership. As the old saying goes ‘Practice what you preach’, as a leader is the person who guides the group, the saying is more applicable to him. Only those values can be preached which a leader himself/herself possesses. Certain values which impress everybody are - honesty, truthfulness, sense of duty, loyalty, consideration for others, giving others their due and to stand by one’s own principles. A person who practices values and follows a principled code of ethics will essentially stand out as a good leader. A few important values in day to day life are:



- (a) **Honesty:** not to steal, cheat or lie.
- (b) **Integrity :** uprightness.
- (c) **Purity:** without duplicity, insincerity of word or deed.
- (d) **Discipline:** behaviour according to essential rules and norms, which are self-imposed.
- (e) **Selflessness:** unselfishness, rising above selfish or self-centered individualism, self-sacrifice.
- (f) **Loyalty:** being true, faithful/ good to duty, love or obligation to person/ institution and allegiance to the nation or mother.
- (g) **Fairness:** being impartial, making the right decision.
- (h) **Equality:** treating everyone equally.
- (j) **Trust:** being firm belief in the reliability, ability, strength of someone or something.
- (k) **Support:** giving help, encouragement, or approval.
- (l) **Respect:** admiring someone because of their qualities.

SUMMARY

In reality, we may be playing many roles. i.e. Husband/wife, mother/father, son/daughter, teacher/ student, boss/employee; each of these roles elicits different aspects of our personality and require a different set of behaviour and responsibilities. A combination of the roles we play each day, becomes the sum total of our personality. Developing a fine personality can be within anybody's grasp. It can be attained through systematic steps in personal development. It can be the direct result of man's positive attitude combined with all the above factors. In the final analysis, it is our skill in maintaining a balanced approach to making our life healthier and happier.

'Self-Awareness' is called the mother of all skills. It is a thinking social and coping skill. It is one



of the most difficult skills to master. Many great saints spent their life meditating and looking inward but only a few actually achieved complete self-awareness. Awareness about our self is the first step towards creation. This understanding then gives us the opportunity and freedom to change those things we would like to change about ourselves and create the life we want.

'Interpersonal relationship' refers to a strong association between individuals sharing common interests and goals. A sense of trust, loyalty and commitment is essential in a relationship. Individuals need to trust and respect their partners to avoid misunderstandings and conflicts in relationship. Through communication in interpersonal relationship, people reach some understanding of each other, learn to like each other, influence one another, build trust, and learn more about themselves and how people perceive them. People who communicate effectively know how to interact with others flexibly, skillfully, and responsibly, but without sacrificing their own needs and integrity.

In a battle, there is no substitute for good, sound and robust leadership. What needs attention is the cultivation of these qualities and their application. Essentially a leader must gain and keep whatever the circumstances, the respect and confidence of his troops so that they willingly accomplish the mission. Leadership is a mixture of personal example, persuasion and compulsion. It is by discipline that an Army is formed into a fighting machine; it is by leadership that the men and machines are led to victory.

The trait principle concept gives us an insight into our behaviour and by knowing about it we can cash on the strong point. Since in the Army, we are basically concerned both with mission accomplishment and welfare of those under our command, we must be aware of our style of leadership. It is not always possible to equally balance the two needs, yet we can learn to reach one through the other.

History is full of excellent leadership examples. It's upto us to read and derive the best lessons from them. Napoleon once told his generals "Read, Read and Re-read past campaigns, because every time you read them, you will learn something new".

Time management should be fun. It should be kept as simple as possible. We can make more effective use of our time. We must always remember the keyword of time management which is 'NOW'. If we want to reap good dividends in the future, we have to sow now. And, 'Our Time Starts Now'!

Knowledge about conflict motives and their resolution is extremely important and helpful in dealing with personal challenges. It helps in self-growth as also growth of the organization. We must, therefore, continuously focus on methods of conflict resolution.

The point of etiquette is not, of course, the rules themselves but the comfort of the people concerned. Exhibiting bad manners will make one a social outcast. Manners that put a strain on others are not good manners, no matter whose rules they follow. Remember, observing good

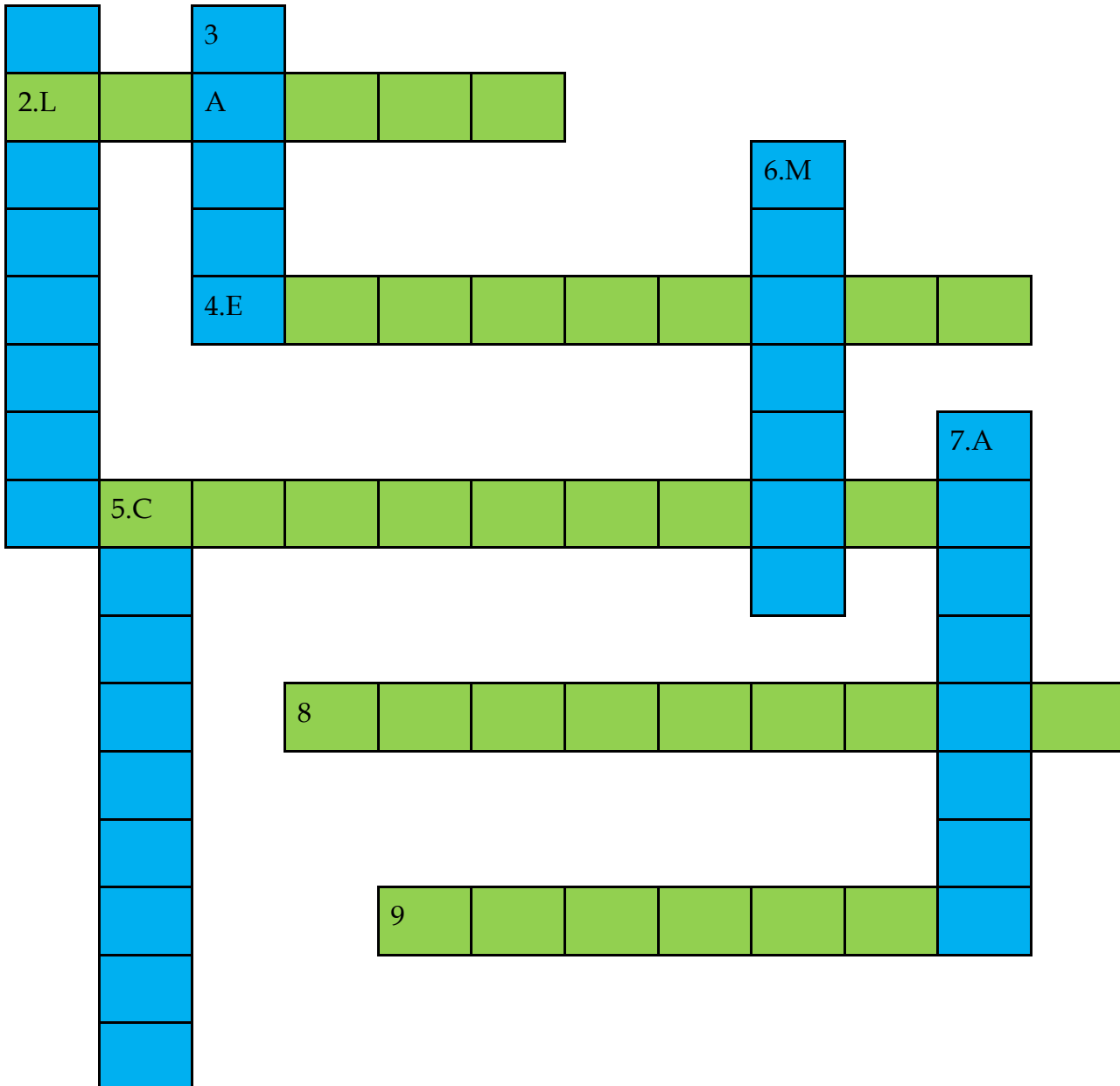


manners and etiquette can gravitate everybody towards you.

The negative attributes to guarded against would largely include ignorance, ego, temptations, envy, hate or jealousy, lack of confidence. These have a deleterious effect and thus affect the individual in his/her thoughts and actions. An individual has to evolve his/her own mechanism to counter these to become a successful and an ideal leader.

CROSSWORD PUZZLE - 4

Solve the crossword with the given clues:





Across:

2. The person who leads or commands a group
4. The ability to endure an unpleasant or difficult process or situation without giving way.
5. Quality of being dedicated to a cause, activity
8. Uprightness
9. In such a communication, people do not express their true feelings; they do not disagree and think that others have more rights than they do.

Down:

1. The process of making plans
3. A standard of behaviour
5. The collective qualities or characteristics that distinguish a person, including her/his reputation, morals and will power.
6. A person responsible for administering an organization
7. A mind-set – the 'way' we think and look at things

Comprehension Questions

Q.1. Answer the following in about 15 words:

- i) What is etiquette? Why is etiquette necessary?
- ii) What should one possess to make a strong impression on others?
- iii) What is the significance of etiquette and manners?
- iv) Why is it important to have sound social skills?
- v) What do you understand by expression 'self-awareness'?
- vi) In what ways does self-awareness help us?
- vii) What is the cause of unhappiness and poor adjustments among people?
- viii) What do you understand by interpersonal relationship?
- ix) What are the non-verbal modes of communication?
- x) Define 'communication'.
- xi) Why is time a valuable commodity?



Q.2. Answer the following in about 50 words:

- i) Explain the following etiquettes:
 - a) Telephone etiquette
 - b) Corporate etiquette
 - c) Meeting etiquette
- ii) What is the importance of values in a person's life.
- iii) '*Human being is a complex and creative, a mixture of good and evil*'? Explain
- iv) Give the definition of leadership according to House and Shamir.
- v) What do you understand by time management?
- vi) What points should be borne in mind while organizing/attending meetings?
- vii) What do you understand by the term 'conflict'?
- viii) What steps should be taken for controlling interruptions to make the best use of our 'best time'?
- ix) Explain the two ways of communication?
- x) Explain how we would know if someone is not listening to us? Explain.

Q.3. Answer the following in about 75 words:

- i) "*Having good manners is not just blending with the best, rather it is more about considering the feelings of others and taking responsibility*". Explain
- ii) What are the 'must haves' in an inter-personal relationship?
- iii) Bring out the difference between a manager and a leader.
- iv) In what ways does time management help?
- v) What are the mechanics of 'weekly planning'?
- vi) What are the merits and demerits of conflict?

Q.4. Answer the following in about 150 words:

- i) Explain why there is a need for etiquette.
- ii) How can you improve your social skills? Give some suggestions.
- iii) What is the purpose of SWOT? How can we capitalize in planning with the internal positive aspects of strength that is under control.
- vi) Explain the three styles of communication?



- v) Explain the characteristic of courage and endurance in a leader, with the example of gallantry and leadership of Lt. Colonel Sher Jung Thapa, with respect to Operation Saving Laddakh: 1947-48 war.
- vi) Explain what is an inter-group conflict.
- vii) Explain the techniques for resolving conflicts with reference to confrontation and problem solving, leading to a 'win-win' situation.

Q.5. Answer the following in about 250 words

- i) *"A person's behavior is reflected in his/her conduct."* Justify the statement with the help of suitable example
- ii) Discuss the important values in day to day life with suitable examples.
- iii) What are the dimensions of self-awareness? Explain any six.
- iv) What is the role of verbal communication, non-verbal communication and listening, in making communication effective? Explain.
- v) What are the major time wasters? Explain any six.
- vi) Explain what are the motives for conflict?

Let's Discuss

Q.6. HOTS (Higher Order Thinking Skills)

- i) *"Having good manners and etiquette can gravitate everybody towards you".* Explain the statement with examples from your own real life experiences.
- ii) *"A healthy interaction is essential for a healthy relationship".* Explain the statement in the light of inter-personal relationships and communication.